

**Access to Microfinance & Improved Implementation of Policy Reform
(AMIR Program)**

Funded By U.S. Agency for International Development

Business Associations Strategic Planning

TECHNICAL REPORT

Deliverable for BAI Components

Year 1 Milestone # 6

Year 1 Milestone # 7

Year 2 Milestone # 4

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Preface

This Technical Report was prepared by association consultant Robert L. Ash for the Center for International Private Enterprise (CIPE) under the direction of the Deputy Director of CIPE, Keith Miceli. The report was completed only with the cooperation and coordination of Dr. Zaki Ayoubi, the BAI Component Leader for the AMIR Program managed by Chemonics International, Inc. Much of the technical detail presented herein was collected by Larry Milner, association consultant for CIPE, during a diagnostic study performed prior to the start of this consultancy.

The author, in addition to drawing on his own extensive international experience in association development, utilized some aspects of *Developing a Program of Work , An Overview for Chambers of Commerce*, a publication of the Office of Chamber of Commerce Relations in the U.S. Chamber of Commerce, copyright 1991 and CIPE's training module, *Strategic Planning and Programs of Work (SPP)*, copyright 1995, in development of this report.

Special appreciation is extended to the Board Members and Professional staff of the Business and Professional Women Club, the Amman World Trade Center and the Jordan Trade Association. Without their support and active participation, this report and the strategic plans contained in the appendices could not have been completed.

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Abbreviations and Terminology

AGM	Annual General Meeting of Stockholders
AMIR	Access to Microfinance & Improved Implementation of Policy Reform
AWTC	Amman World Trade Center
BA	Business Association
BAI	Business Association Initiative Component (AMIR Program)
BPWC	Business and Professional Women Club - Amman Chapter
CHEMONICS	Chemonics International, Inc. (Washington, D.C.) Prime Contractor to USAID for AMIR Program
CIPE	Center for International Private Enterprise (Washington, D.C.) AMIR Program Subcontractor to Chemonics
Donor	International Partner providing funding, equipment, expertise
I&DC	Information and Documentation Center (BPWC)
IIPR	Improved Implementation of Policy Reform Component (AMIR)
JFBPWC	Jordanian Federation of Business and Professional Women Clubs
JEDCO	Jordan Economic Development Corporation
JTA	Jordan Trade Association
LCSO	Legal Consultative Services Office (BPWC)
MS	Milestone Number for Chemonics Business Associations Initiative Component
O-T-S	Off the Shelf, ie: generic software
PoW	Program of Work
PR	Public Relations
SBCC	Small Business Counselling Center (BPWC)
SGM	Special (or extraordinary) General Meeting of Stockholders
SmBI	Small Business Incubator (BPWC)
SMI	Sustainable Microfinance Component (AMIR Program)
TA	Technical Assistance
UJRC	Al-Urdum Al-Jaid Research Center
USAID	United States Agency for International Development
VAWTC	Virtual Amman World Trade Center (Internet Web Site)
WTC	World Trade Center (concept and New York City)

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EXECUTIVE SUMMARY

Background

This section was extracted from the Consultant's Scope of Work as prepared by CIPE

The current macroeconomic picture in Jordan is relatively healthy. Average annual growth has been approximately six percent over the last three years (this was written prior to the recent revelations regarding economic indicators), the budget deficit has decreased from eight percent to four percent, and external debt has been reduced from 140 percent of GDP to under 100 percent. In addition, the Jordanian government continues its efforts to open the economy to foreign and domestic private sector investment. Recent achievements include reducing corporate and personal income taxes, reducing export duties and lifting restrictions on foreign ownership of business.

Despite these successes, Jordan's economy continues to face a number of challenges. Although Jordan's economic growth rate is respectable, the country does not create enough new jobs to absorb those entering the labor force or to make a dent in the country's large unemployment problem.

The Access to Microfinance and Improved Implementation of Policy Reform (AMIR) project was designed to respond to these economic challenges. It is a component of USAID and Jordan's shared strategic objective of "increasing economic opportunities for Jordanians" through private sector growth to benefit the nation's economically disadvantaged. Special emphasis is placed on increasing access to financially sustainable microcredit for women and rural poor living in disadvantaged, underserved communities. AMIR is a broad based private sector development initiative with components focusing on microfinance, economic policy reform, and institutional development of business associations.

The Center for International Private Enterprise has subcontracted with Chemonics, International, Inc., which has been awarded a USAID contract for the implementation of AMIR over four years (1998-2002) through the following three components:

Sustainable Microfinance Initiative (SMI): The SMI component will facilitate the development of a financially sustainable microfinance industry in Jordan based on internationally accepted microfinance best practices. In order to achieve this, AMIR will promote linkages between NGO's and commercial banks, foster the adoption of modern management techniques, facilitate the implementation of internationally recognized financial and information systems and procedures, and sponsor training and technical assistance to build the microfinance portfolios of these institutions and to profitably expand their base of micro- and small-enterprise customers

Improved Implementation of Policy Reform (IIPR): The IIPR component will focus on improving the implementation of policy reform, investment promotion, increased public awareness, and policy analysis. This component will coordinate and collaborate with the GOJ Ministries of Trade and Investment, Planning and Finance, the Customs Department, and the Investment Promotion Corporation.

Business Association Initiative (BAI): The BAI component will focus on organizational development, policy analysis and advocacy, membership development, improvement of service offerings, and public relations in order to improve the operating performance and financial viability of certain Jordanian private sector associations.

This consultancy governed by this scope of work will fulfil the activities specified under BAI Component, Year One, Milestones 6 and 7 and as amended Year Two, Milestone 4., "preparing Strategic Plans for Business Associations 1, 2 & 3" of the current annual (updated) work plan of the AMIR Program.

As the Jordanian government continues its efforts to reform the economy and encourage increased private sector participation, businesses need to enhance their role in public policy debates on the very economic policies and laws that impact their operating environment.

In most modern economies, this role is filled by organizations, such as chambers of commerce,

federations of industry and trade associations, which carry out more effectively economic policy analysis, advocacy and public relations on behalf of their members. While there are numerous business organizations in Jordan, many of them have small membership bases, few membership services, limited finances and revenue sources, and/or little leverage within the business community and on economic policy. In short, these organizations do not adequately represent the "voice(s) of business" in Jordan.

Fulfilling this important function requires having qualified staff, sufficient funding, committed leadership, an operating Workplan, and representative membership. Through the Business Association Initiative of the AMIR Program, CIPE and Chemonics have been working with Jordanian business associations to assist them in identifying their strengths and weaknesses and, ultimately, to enhance their capabilities. Thus far, a survey has been administered to the members of ten Jordanian associations in order to measure their awareness of the associations' services, particularly in the areas of policy analyses, advocacy, and public relations. This was followed by an associations (10) consensus building forum and diagnostic studies of three of the ten organizations: The Amman World Trade Center (AWTC), the Business and Professional Women Club (Amman Chapter) (BPWC) and the Jordan Trade Association (JTA).

Based on the survey and diagnostic findings, strategic Workplans will be designed for these three organizations. These Workplans will outline steps to be taken in order to achieve the following goals:

- More effective and appropriate policy analyses
- Enhanced lobbying and advocacy capabilities (including coalitions amongst associations)
- Improved public relations (including newsletters, Web sites, etc.)
- Improved membership services
- Increased membership
- Diversification of revenue sources and financial sustainability.

Therefore the objective of this consultancy is to develop three year strategic Workplans for the three targeted associations, working with association leadership and staff and using the membership survey and diagnostic as guides. The Workplans will include action and technical assistance/training plans in the areas of policy analysis, advocacy and public relations.

Association Membership Survey

This section was extracted from the Executive Summary Introduction of the Business Association Membership Survey Technical Report BAI Component Year One - Milestone #3

The Business Associations Membership Survey, which consisted of both a questionnaire and focus groups, was the first of its kind to be conducted in Jordan. It included ten of the largest and most well established Business Associations (BAs). This survey was conducted on behalf of, and with the active participation of, the AMIR Program by CDG/AI Jidara joint venture during the months of April and May, 1998. The survey established for participating BAs that AMIR intends to provide technical assistance and training that are responsive to the BAs membership needs. The survey not only generated original information and analysis at the onset of the AMIR Program, it also established credibility among BAs that AMIR's BAI component will reflect the priorities of Jordanian BA's.

Association Consensus Building

In June, 1998 the AMIR Program hosted a day-long consensus building forum (BAI Component Year One, Milestone #4) which included the Chairpersons and Executive Directors of the ten associations which thus far had cooperated with and participated in AMIR Program activities. The results of the membership survey were presented and discussed. Also the participants developed a prioritized list of issues which impact the future growth and development opportunity of the private sector in Jordan. [However, no solutions nor action plans were proffered during the session]

Association Diagnostic Review

This section was extracted from the Executive Summary of the Business Association Diagnostic Studies Technical Report BAI Component Year One - Milestone #5

The BAI Component "Business Association Diagnostic Studies" was completed on behalf of the AMIR Program by CIPE association diagnostic specialist, Larry Milner in July, 1998. It included (a) developing a business association diagnostic tool and survey methodology; (b) conducting diagnostic surveys of three Jordanian business associations; and (c) reporting the survey results.

The Business Association Membership Survey results (BAI Milestone #3) were used in designing the diagnostic survey tool and selecting the survey methodology. The analytical outlines used by the U.S. Chamber of Commerce's "Organization Accreditation Program" and by the American Society of Association Executive's "Association Peer Review Program" were used to create the survey instrument.

The three business associations diagnostic surveys were part of the baseline surveys and analyses that set the stage for entering into the strategic planning process, the technical assistance programs, and the training agreements with BA's for the next stages of the AMIR Program. The diagnostic elements included:

1. An analysis of organizational structures - staff officers, board and committees
2. An examination of legal status - the charter, by-laws, and formal policies
3. An evaluation of the financial base - dues structure, financial reports, and alternative revenue sources.
4. An analysis of strategic work plans and membership services

The diagnostic survey material was then analyzed and summarized and the results placed in a report along with specific organizational recommendations.

Association Pre-Planning Process

The AMIR Program followed on these activities by signing Participation Agreements with the three selected BA's, the AWTC; the BPWC; and the JTA. This allowed for the next logical step in the process of narrowing the focus of the broad based AMIR Program to the specific needs of these organizations and their members while maintaining through the consensus building process a relationship with all ten BA's which represent most of the private sector interests in Jordan.

Utilizing the very broad and multi-faceted objectives of the AMIR program as well as the findings of the membership survey and the diagnostic study, this consultant developed basic outlines for approaching the strategic planning process with each organization. Working with and through the AMIR Program BAI Component Leader, Dr. Zaki Ayoubi, he visited and held preliminary exploratory discussions with each of the targeted BA's leadership and professional staff. Agreement was reached by all parties to participate in the strategic planning process. The consultant developed and delivered to each of the BA's a preliminary report of findings, "Food for Thought" which was intended to spark free flowing dialogue and ideas during the actual brainstorming sessions included in the planning process. Brainstorming sessions were held with each of the boards of directors of the BA's. An overview of the dialogue of these meetings is included within the Workshop Report section of the various appendices representing the individual BA's. [Appendix One - BPWC, Appendix Two - AWTC, Appendix Three - JTA]

Association Strategic Plan Formulation

The consultant utilized the results reported in the previously executed AMIR

Program milestones along with the information gathered during the brainstorming sessions to develop for each organization a draft comprehensive three year strategic plan which was presented to the boards of directors of each organization for comment or modification. Each of the plans included individualized pre-planning activities, supplementary in-depth findings, a Mission Statement, Objectives, Three Year Programs of Work, Schedules, Objectives and Checkpoints along with preliminary budget requirements (currently under development) all of which was based on input from these same individuals. Their comments were integrated into the final strategic plans which are included with this report as separate appendices so the BAs may utilize their individual plans independently and as cooperative partners within the AMIR Program. The plans have been written in such a manner so as to allow the BA's to participate in the AMIR Program with its stated goals and objectives and to additionally work with their own membership and other external partners (international donors, foundations, etc) to execute other priority activities that may or may not be included within the mandate of the AMIR Program.

AMIR Program - BA's Future Actions, Follow-up, Other Considerations

Each of the BA's has accepted its individual strategic plan as the game plan for the organization over the next three years. In fact, they may have already started implementing some of the initial steps called for in their Programs of Work.

As the AMIR Program moves forward in its progressive milestones process, there are numerous activities, TA and training opportunities, and other interventions which will strengthen the relationship between the AMIR Program and the BAs.

These are summarized in the following sections of this report:

- Consolidated Technical Assistance/Training Requirements
- Consolidated Sponsored Training Requirements
- Consolidated Equipment Requirements
- Consolidated Implementation Schedule
- Consolidated Objectives and Checkpoints
- Consolidated Budgets and Small Grants Requirements
- Cross Component Integration Opportunities

The targeted BA's have each reached a natural plateau in terms of organizational development. In order for these groups to attain the next higher level of development they will require regular monitoring and an abundance of professionally qualified Technical Assistance. Both the AMIR Program staff and its ST consultants must be prepared to offer support and basic care, similar to that given to a child who is maturing to adulthood. The staff and Boards of these BA's are comfortable with their current circumstances. The AMIR program offers the BA's a chance to mature and grow. The level of effort for each of the participants will be demanding and oftentimes frustrating. However if these individuals will work together as a cohesive team, the challenges will be met and the objectives attained.

For its part, USAID needs to work with the AMIR Program leadership to evaluate the findings detailed in this report and to reassess some of the schedules, milestones and objectives reflected in the original project documents. In short its time for a

“reality check”.

For example, it was found that members of the BPWC are not actually served by their organization but they themselves serve their clients, deserving women in Jordan. Changing the goal in this case from “absolute membership growth” to one of “increased clients served” would better suit the AMIR Program objectives.

Additionally, while membership development is given some mention in the AMIR Program documents it does not seem to have received the emphasis it probably deserves. The BA’s are currently in a “Catch 22” situation. To grow, they must attract new members - To attract new members, they must offer quality services and benefits. The AMIR Program must be prepared to offer direct support to the BA’s in these and other general organizational development areas.

The targeted BA’s each have unique strengths and weaknesses. USAID and the AMIR Program team need to be aware of these elements, building on the strengths and neutralizing the weaknesses.

BPWC has a core group of highly motivated active members whose main goal is to meet the needs of women in Jordan. The group however may limit its public policy advocacy to gender related issues.

The AWTC has a natural opportunity to work closely with the IPC and utilize resources available through the OPIC scheme. As a private for-profit company it may receive special pressure from government during the advocacy phase of the AMIR Program process.

The JTA wants to be an equal partner with JEDCO as they each develop export markets for quality Jordanian products and services. The organization must first develop better internal communications, a sense of commitment and continuity before it can be optimally positioned to better serve its members.

The BA’s are now appropriately situated to be active participants in the AMIR Program. If the AMIR Program is able to provide the support outlined in this report in partnership with the BA’s, they together will be able to effect positive change on the current business climate in Jordan and thus fulfil the common strategic objective of USAID and the Jordanian government “of “increasing economic opportunities for Jordanians”.

Robert L. Ash

Association Strategic Planning Specialist for CIPE/Chemonics, International, Inc.
31 August 1998

METHODOLOGY

Preliminary Desk Study

At the onset of the activities presented within this report the consultant was provided by CIPE with a copy of the Association Membership Survey. Working from his U.S. office, he studied this document, proffered further analytical insight and began preparing strategic outlines for each of the BAs. Further he performed extensive research via the Internet and at the Bluefield State College library to augment his knowledge of various Jordanian BAs, the country and its economy. He also developed a preliminary personal Program of Work and a schedule based on his Scope of Work.

Upon arrival in Amman, Jordan, the consultant was briefed by the AMIR Program BAI Component Leader, Dr. Zaki Ayoubi and Stephen Wade, AMIR Program, Program Director. It was requested by the AMIR leadership and accepted by the consultant to increase the number of BA's and Strategic Plans from two to three in order to fully utilize the Technical Assistance and Training which is to be offered the BA's over the next year and to increase the immediate opportunity for effecting more change through the increased BA strength.

Also in Jordan the consultant met and worked together with Larry Milner, CIPE Association Diagnostic Specialist who was actively involved in conducting his diagnostic review of the three associations. Mr. Ash utilized the output from this study as another essential tool in his strategic planning program.

Association Field Visits

The consultant and AMIR staff visited each of the headquarters of the various targeted BA's and were given an overview of the activities, programs and physical layout of each organization.

Association Leadership Meetings

Mr. Ash and Dr. Ayoubi organized preliminary meetings with the Chairperson (or designate) and the Executive Director (or designate) of each BA. These meetings were used to ensure understanding by the parties of the relationship proposed between the AMIR Program and the BA. Participation Agreements were signed and preliminary schedules were agreed to related to the strategic planning process. The meetings were also used by the consultant to glean additional information about the BAs, their histories, current self-perceived problems and other information relevant to the planning process.

Diagnostic Study

The consultant utilized all of the available information which had been developed to-date to outline preliminary findings which would be built upon as the planning process progressed. These findings as well as supplemental information are included in the Diagnostic Summary section of each appendix.

Report of Findings

Prior to meeting with the various BA Boards of Directors, the consultant developed for and distributed to the participants preliminary reports titled, "Food for Thought" which were designed to provoke active dialogue during the brainstorming sessions. Further, he provided the participants with a comprehensive list of various elements that would need to be discussed and developed during these workshops. At the same time this document was delivered to the AMIR Program staff, USAID, Chemonics home office and CIPE to keep everyone abreast with the progress of the consultant.

Strategic Planning Workshops

The consultant requested the participating BAs to set aside two to three days for the planning workshops and further suggested these sessions be held in a retreat environment away from the pressures and interruptions of daily business activity. This was found to be impossible due to the business demands placed on the individual participants. Therefore the workshops were held as follows:

BPWC - Club Headquarters conference room - 1 full day session

AWTC - Executive Office of the Chairman - 1/2 day session

JTA - Association Headquarters conference area - 1 full & 1/2 day session

Additionally pre and post meetings were held with individual Board Members and Executive Directors to clarify various elements of the Programs of Work. These meeting more than made up for the abbreviated workshops. Overviews of the content of the workshops is included in each appendix within the section titled "Strategic Planning Workshop Report". The following outline was utilized in as much as possible to guide the participants during what proved to be very active sessions.

The Brainstorming Process - Proposed Gameplan

What is Strategic Planning?

Definition: Strategic Planning is the process whereby an organization determines where it is going and the most direct path for getting there.

Why is it important?

- A. It provides methods for ensuring organizational stability.
- B. A plan provides for innovation and change.

- C. A plan promotes influencing versus responding.
- D. It is easier to manage an organization with a plan.
- E. Makes an organization more effective and efficient.

General Strategy...

Why? - What? - How? - When? - Where? - Who?

- 1. Determine Mission (Why?)
- 2. Determine Organizational Structure (What?)
- 3. Program of Work (How?, When?, Where?, Who?)
- 4. Design and Implement Activities
- 5. Review Results

MISSION STATEMENT

- 1. What is a Mission Statement?
 - A. Explains the why of the organization - organization's purpose
- 2. Why is it important?
 - A. Determines Long-Term Direction of the Organization.
- 3. What is it based upon?
 - A. What you already do well (as long as it is right).
 - B. What is needed (and you have resources and competence to do well)
 - C. What you believe in (commitment from key people)
- 4. How is it developed?
 - A. Three Elements
 - 1. Describe the type of organization.
 - 2. Identifies who is served.
 - 3. States the purpose for existence.
 - B. Three Characteristics
 - 1. Less the 50 Words (Concise)
 - 2. Creates a clear image (Clarity)
 - 3. Uses simple language (Simplicity)
 - C. Should not experience significant change over time (Stability)

5. Sample Mission Statements

U.S. Chamber of Commerce (National Body)

"To advance human progress through an economic, political, and social system based on individual freedom, incentive, initiative, opportunity and responsibility." (20 words)

Regional Chamber

"The overall mission of the Chamber of Commerce is to ensure progressive and orderly economic development which will make our region a better place to work and live." (28 words)

Local Chamber

"Our organization is a voluntary association of business and professional people working together in an organized way to:

- * Promote Business*
- * Assist Community Development; and*
- * Advance human progress locally through an*

economic, political and social system with incentives and opportunity for all.” (41 words)

Stop and Examine Organization’s Current Mission Statement (if any)

Does it fall within the guidelines?
Is it still relevant to today’s realities?
Will it represent well the organization tomorrow?
Should it be reviewed and possible rewritten?

Determining Organizational Objectives

1. What are organizational Objectives?
 - A. Long Term Internal and External Organizational Goals
2. How are they different from the mission and why are they important?
 - A. Mission says “why”, Objectives say “what”
3. What are they based upon?
 - A. Mission Statement and Member Needs.
4. How are they developed?
 - A. Five Criteria
 1. Action Oriented - statement use an action verb
 2. Gives Direction
 3. States Targets in measurable terms
 4. Requires Commitment
 5. Is realistic but challenging.
 - B. Should not change significantly in short term but may modify in long term
5. Sample Objectives
 - * To serve the needs of our members
 - * To promote the free enterprise system
 - * To promote business and community growth and development
 - * To encourage investment in the community
 - * To help develop community leaders
 - * To promote improved quality of life
 - * To advance economic development
 - * To foster cooperation and coalition building
 - * To expand member services
 - * To address future needs through strategic planning and implementation

Stop and Examine Organization’s Current Objectives (if any)

Do they fall within the guidelines?
Are they still relevant to today’s realities?
Will they represent well the organization tomorrow?
Should they be reviewed and possible rewritten?

The Program of Work

1. What is the program of work?

Definition: the total of the current programs and activities of the organization.

 - A. Explains what the organization is doing to achieve its objectives.
 - B. Should be expressed in quantitative, measurable terms which permit regular performance reviews.
 - C. Should be an annual document which includes the total of short range

programs as well as relevant segments of long range programs.

2. Uses of Program of Work

- A. As a tool for sound management of the organization.
- B. To promote the organization to potential members.
- C. To orient New Members.
- D. As a basis for seeking increased financial support from current members and existing and potential international partners.
- E. As an effective public relations tool for various stakeholder groups.

Developing a Program of Work

1. Gather Information

- A. Issue Specific Information (get staff analysis of internal/external factors)
- B. Long Range Plan (use existing plan, if available)
- C. Analysis of Resources

2. Solicit Input

- A. Community Assessment
 - Surveys
 - Historical Perspective
 - Personal Contacts
 - Focus Groups
 - Member Surveys
- B. Identification of Attitudes
 - Focus Groups
 - Personal Contacts
 - Committee Input

3. Develop the Program

- A. Plan Logistics
- B. Identify Participants
- C. Brainstorm

WHERE WE ARE RIGHT NOW!

Develop Priorities

- List Priorities
- Decide which Priorities the organization will undertake
- Develop Purpose Statements (ensure they meet Mission and Objectives criteria)

Develop Activities

- For each priority decide which activities will be implemented
- Make sure goals are quantifiable
- Examine against Five Way Test

FIVE WAY TEST

- 1. Is the activity consistent with the organization's mission?
- 2. Is the activity meaningful for the community (stakeholders)?
- 3. Does the activity maximize the use of available resources?
- 4. Is there the ability to fund (internal/external) the activity?
- 5. Does the activity duplicate efforts of other organizations?

Formulation of Rough Draft

To be performed by AMIR Staff and CIPE Planning Specialists

Review and Comments

To be performed by AMIR Project Management, USAID program officers, CIPE Executives and especially the organization Board of Directors

Finalization of Strategic Plan

Mission Statement

Objectives

Program of Work

Activities

To be performed by CIPE Planning Specialist

APPROVAL, IMPLEMENTATION, PERIODIC REVIEW

Organization Board of Directors, Members and Professional Staff

POTENTIAL PITFALLS in the Development of a Program of Work

1. Staff dominated Program of Work. (Involve Board and regular members)
2. The “opportunistic” Program of Work (work toward the “common” good)
3. The “overambitious” Program of Work (be realistic but challenging)
4. Planning Considerations - Do’s and Don’ts
 - A. **DO**
 - Build on your organization’s Core Competencies
 - Know your Members Needs and Wants
 - Keep a Balance between Resources and Results
 - Engage Members in Program Development and Implementation
 - Ensure you are organized for Today AND Tomorrow
 - Set High Standards in every endeavor
 - B. **DON’T**
 - Try to be All Things to All People
 - Fall into the Money Raising (high priority) Trap
 - Build an organizational around a Hierarchy
 - Reward Poor Performance
 - Expect Miracles

Implementing the Program of Work

1. Develop Organizational Structure to carry out Program of Work
2. Develop a Marketing Plan
 - A. Who, What, Where, When, and To Whom
3. Develop a Timeline
4. Regularly Review Progress and make necessary adjustments

PROGRAM REVIEW

Regularly (at least annually) Examine Past Achievements, Current Progress and Future Prospects
 Critically Evaluate Effectiveness of Current Program of Work (Internal/External)
 Focus on Future Challenges
 Regularly Modify Long Term Program of Work (at the end each year add a new year to the three to five year plan.

SOME THOUGHTS ON FACTORS INFLUENCING “SUCCESS” WITHIN VOLUNTARY ORGANIZATIONS

1. The Organization, Board and Members must do “Collective Good” and not show or even be perceived to be showing favoritism to internal or external special interest groups.
2. The Organization, Board and Members must show “Results of Influence” on Third Parties (External

Stakeholders).

3. The Organization, Board and Members must make effective, efficient and transparent use of internal and external Resources.

4. The Organization, Board and Members must develop Policy positions from a point of strength utilizing well documented professionally researched data and analysis as well as input/comments from Members, Staff and the Community (External Stakeholders)

5. The Organization must constantly remind Members of the “Benefits of Membership”. Always be prepared to provide a statement of Members “Return on Investment” (annual dues and voluntary time)

6. The Organization must always be cognizant of the fact it is one of many Private Sector Constituencies vying for the attention of External Stakeholders (politicians, bureaucrats, media, general public). The development of Consensus Coalitions within the Private Sector will ensure results through One Strong Voice.

7. Always remember that Standards of Output and Success are often subjective in nature.

8. Policy Making is often a slow process that more times than not reflects Political Compromise.

PROGRAM OF WORK

WORKSHEET

OBJECTIVE:

PURPOSE:

GOALS:

MEASURABLE CRITERIA:

STRATEGIES:

ACTIVITIES:

RESPONSIBLE INDIVIDUAL(S):

TIMELINE:

RESOURCE REQUIREMENTS:

SOURCE OF RESOURCES:

NOTES:

Plan Development

The consultant added the information developed during the strategic planning workshops to his already expansive data files and began to prepare an original and individualized strategic plan for each of the BAs. These draft strategic plans documented the pre-planning process and set forth as presented the priorities of the BAs and the participants. Included within each document was a restated Mission Statement, revised Objectives and Programs of Work covering the next three years, all of which respond to the needs of the BAs and their members.

The plans also included implementation schedules, program objectives, checkpoints and association budgets (still under development). The draft plans were distributed to each member of the Boards of Directors for each BA irregardless of whether or not they had participated in the planning workshops. This was done to allow those individuals whom had been otherwise engaged to have a final opportunity for input prior to submission of the final document. At the same time this draft document was delivered to the AMIR Program staff, USAID, Chemonics home office and CIPE to elicit comment and to keep everyone abreast with the progress of the consultant.

Draft Comments

Mr Ash and Dr. Ayoubi met face-to-face with the Boards of Directors of each association to receive comments. Comments were received as well from the AMIR Program staff, Larry Milner and Keith Miceli at CIPE. These comments were incorporated into the final document by the consultant prior to submitting this technical report and its attached appendices.

Final Plans

The final plans were submitted on schedule to the AMIR program offices for further distribution, per the contractual agreement and normal AMIR Program protocols, to the Chemonics home office, CIPE headquarters, Robert Ash, Larry Milner, the AMIR Program staff and files and USAID.

Upon acceptance and approval by the AMIR Program leadership and USAID, the individual appendices should be delivered to the leadership of the BAs so they may undertake their Programs of Work.

Other Activities

Mr. Ash also spent 1/2 day working with the Board Member/Treasurer (a chartered accountant) and the Executive Director of the BPWC to develop a functional accounting break-down of the 1997 actual financial results and the 1998 budget from which the following formulas and resultant figures could be developed:

- “Basic Operational Expense”
- “Cost to Serve”
- “Fees for Services”
- “Project Related Organizational Overheads”
- “Revised Dues Schedule”

This information was also shared with Dr. Ayoubi so he could perform similar exercises with the AWTC and the JTA.

Technical Report Preparation and other Housekeeping Items

Following departure from Jordan and subsequent arrival in the U.S., the consultant prepared and submitted to CIPE per his contractual arrangement, Time Sheets, Expense Reports and a Trip Report detailing constraints encountered during the consultancy. Further he drafted and submitted this technical report to AMIR - Jordan via e-mail attachment for subsequent distribution. Throughout the consultancy period Mr. Ash reviewed his progress with Steve Wade and Zaki Ayoubi of the AMIR Program, Keith Miceli at CIPE, Larry Milner, CIPE consultant, Peter Bittner at Chemonics as well as USAID personnel.

CONSOLIDATED TECHNICAL ASSISTANCE/TRAINING REQUIREMENTS**Membership Recruitment and Retention****AMIR Project****Technical Assistance (TA) and Training Requirements****Business Associations Initiative (BAI) Years One - Three**

Membership Development Specialist

Proposed Level of Effort: 2-3 Person Months

Proposed Timeframe: September/November 1998

Proposed Associations to be Assisted: BPWC, AWTC, JTA

Proposed Activities:

Working through the BAI Component Leader, Dr. Zaki Ayoubi and with the assistance of the Executive Director or General Manager of each organization provide the association staff holding the membership portfolio with the technical assistance and training necessary to design, implement and operate a high quality and effective Membership Retention and Recruitment program.

Perform with the association staff an in-depth analysis of the current Membership Retention and Recruitment program.

Design with the association staff a high quality, cost efficient and effective Membership Retention and Recruitment Program.

Assist the association staff with the implementation of the various redesigned Membership Retention and Recruitment elements.

Provide one-on-one association specific technical assistance and training supplemented by group training (all staff from all 3 associations plus additional interested groups) on common issues and activities related to Membership Retention and Recruitment.

Train Association Board, Staff and Member volunteers in effective Membership Retention/Recruitment techniques.

Develop and implement with the organization staff an internal measurement and reporting system which tracks the effectiveness of the Membership Retention and Recruitment program in meeting the annual objectives established by each organization.

Public Relations - Communications

AMIR Project

Technical Assistance (TA) and Training Requirements

Business Associations Initiative (BAI) Years One - Three

Public Relations Specialist

Proposed Level of Effort: 2-3 Person Months

Proposed Timeframe: September/November 1998

Proposed Associations to be Assisted: BPWC, AWTC, JTA

Proposed Activities:

Working through the BAI Component Leader, Dr. Zaki Ayoubi and with the assistance of the Executive Director or General Manager of each organization provide the association staff holding the public relations portfolio with the technical assistance and training necessary to design, implement and operate a high quality comprehensive Public Relations/Communications program

Perform with the association staff an in-depth analysis of the current Public Relations/Communications program, including a review of all internal and external publications, documents and reports.

Design with the association staff a high quality, cost efficient and effective Public Relations/Communications Program.

Assist the association staff with the implementation of the various redesigned Public Relations/Communications elements.

Provide one-on-one association specific technical assistance and training supplemented by group training (all PR staff from all 3 associations plus additional interested groups) on common issues and activities related to Public Relations/Communications.

Train Chairpersons/Association Spokespersons in effective presentation techniques.

Develop and implement with the organization staff an internal measurement and reporting system which tracks the effectiveness of the Public Relations/Communications program in meeting the annual objectives established by each organization.

Issues Management - Public Policy Analysis

AMIR Project

Technical Assistance (TA) and Training Requirements

Business Associations Initiative (BAI) Years One - Three

Policy Analysis Specialist

Proposed Level of Effort: 2 Person Months

Proposed Timeframe: December 1998/January 1999

Proposed Associations to be Assisted: BPWC, AWTC, JTA

Proposed Activities:

Working through the BAI Component Leader, Dr. Zaki Ayoubi and with the assistance of the Executive Director or General Manager of each organization provide the association staff holding the Public Policy Analysis portfolio with the technical assistance and training necessary to design, implement and operate a high quality and effective Issues Management Program.

Organize and establish within each of the three organizations an Issues Management unit consisting of selected staff, Board Members and volunteer Members.

Perform with the Board and association staff an analysis of the Member Survey previously completed by the AMIR project, prioritize by impact and opportunity for change, select one or two issues for comprehensive management.

Assist the staff in recruiting and managing an independent researcher to provide whatever background data is necessary to form a well thought out position relative to the issues selected.

Assist the staff in developing a "Position Paper" for review and consensus approval by the leading private sector associations.

Develop and implement within the organization staff an internal measurement and reporting system which tracks the effectiveness of the Issues Management in meeting the annual objectives established by each organization.

Issues Management - Public Policy Advocacy**AMIR Project****Technical Assistance (TA) and Training Requirements****Business Associations Initiative (BAI) Years One - Three**

Policy Advocacy Specialist

Proposed Level of Effort: 3-4 Person Months

Proposed Timeframe: February 1999 / April 1999

Proposed Associations to be Assisted: BPWC, AWTC, JTA

Proposed Activities:

Working through the BAI Component Leader, Dr. Zaki Ayoubi and with the assistance of the Executive Director or General Manager of each organization provide the association staff holding the Public Policy Advocacy portfolio with the technical assistance and training necessary to design, implement and operate a high quality and effective Issues Management Program.

Work with the newly established Issues Management units within the three targeted organizations.

Conduct individual and group training (all selected individuals, all organizations) to teach the “Skills of a Successful Policy Advocate”.

Accept the previously prepared Position Paper(s) from the Policy Analysis Specialist and provide in-depth Issues specific training to ensure the selected Advocates are fully versed in the position and counter-position viewpoints. Coach the individuals selected as Advocates for the Issues on “How to Make an Effective Presentation” to External Stakeholders including politicians and bureaucrats. If possible attend the presentation and offer (from afar) whatever support is necessary.

Follow-up and track the results.

CONSOLIDATED SPONSORED TRAINING REQUIREMENTS

AMIR Project

Training Requirements

Business Associations Initiative (BAI) Years One - Three

International Training - Public Relations/Communications

Proposed Level of Effort: 2 Weeks

Proposed Timeframe: June 1999

Proposed Associations to be Assisted: BPWC, AWTC, JTA

Proposed Activities:

Working through the BAI Component Leader, Dr. Zaki Ayoubi and with the assistance of the Executive Director or General Manager of each organization provide the association staff person holding the Public Relations portfolio with the opportunity to enhance his/her Public Relations/Communications knowledge and skills in an environment of similar successful associations in other countries.

Areas of interest might include:

How to make the monthly newsletter more dynamic and interesting to Members.

How to develop open dialogue with the media counterparts.

How to use a well designed Annual Report as a sales tool for Membership Retention and Recruitment.

How to gain the attention of politicians and government bureaucrats within the context of an effective implemented Issues Management program.

How to gain the support of the general public for the various positions taken by the association.

Membership Recruitment and Retention

None Required beyond that included in the Technical Assistance Element

Issues Management - Public Policy Analysis

None Required beyond that included in the Technical Assistance Element

Issues Management - Public Policy Advocacy

None Required beyond that included in the Technical Assistance Element

AMIR Project

Training Requirements

Business Associations Initiative (BAI) Years One - Three

Continuing Education - Public Relations/Communications

Proposed Level of Effort: 3 Days

Proposed Timeframe: June 2000

Proposed Associations to be Assisted: BPWC, AWTC, JTA

Proposed Activities:

Working through the BAI Component Leader, Dr. Zaki Ayoubi and with the assistance of the Executive Director or General Manager of each organization provide the association staff person holding the Public Relations portfolio with the opportunity to enhance his/her Public Relations/Communications knowledge and skills in an environment of local continuing education within a local training facility or university.

Areas of interest might include:

“What’s New” in Public Relations/Communications

How to “Jump Start” a stale PR/C program.

How to involve Members in the PR/C program

How to establish or expand the local PR/C professionals’ association.

Joining forces to speak in “One Voice”.

Utilizing DeskTop Publishing and Internet Web Pages in an effective PR/C program

Membership Recruitment and Retention

None Required beyond that included in the Technical Assistance Element

Issues Management - Public Policy Analysis

None Required beyond that included in the Technical Assistance Element

Issues Management - Public Policy Advocacy

None Required beyond that included in the Technical Assistance Element

CONSOLIDATED EQUIPMENT REQUIREMENTS**AWTC**

Computer - Dedicated Web Site Server (VAWTC)

Web Site Development Software Package

O-T-S Association Management Software

O-T-S DeskTop Publishing Software

Flatbed Scanner

BPWC

Plotter for Business Incubator

3 - Multi-purpose (printer, scanner, fax, copier) units
for administrative unit, I&DC and SmBI
(suggest Canon Multipass 5000)

Miscellaneous Upgrades to current assorted software

O-T-S Association Management Software

O-T-S DeskTop Publishing Software

O-T-S Business Accounting Software Package for SmBI
(accounting, time sheets, payroll)

Heavy Duty Copier and Expendable Supplies for Training Unit

Large Screen Video Projection System for Training Unit

Direct Grant for Training Materials for Training Unit

JTA

O-T-S Association Management Software

O-T-S DeskTop Publishing Software

Flatbed Scanner

Multi-purpose (printer, scanner, fax, copier) unit
(suggest Canon Multipass 5000)

Upgrades for current computer hardware and peripherals

NOTE: See Consolidated Budget/Small Grants Section for Estimated Cost

TED IMPLEMENTATION SCHEDULE AWTC BPWC JTA Three Year Plan

ACTIVITY	1998				1999				2000			
	A	S	O	N	D	J	F	M	A	M	J	J
Development												
Technical Assistance (Recr/Retn)			*	*	*							
Recruitment and Retention	*	*	*	*	*	*	*	*	*	*	*	*
Annual Membership Drive			*	*	*				*	*	*	*
ns Development												
Technical Assistance	*	*	*	*	*	*	*					
Implementation and Delivery			*	*	*	*	*	*				
Interventions	*	*	*	*	*	*	*	*	*	*	*	*
Overseas Training						*	*	*				
Continuing Education									*	*	*	
Analysis Development												
Technical Assistance (ANALYSIS)		*	*	*	*							
Select Issues #1 - #2 & #3 - #4 & #5			*			*			*			
Analyze Issue #1- #2 & #3 - #4 & #5			*	*	*			*	*	*		*
Participate in Microfinance Seminars			*	*								
Forms UJRC Alliance	*	*	*	*	*	*	*	*	*	*	*	*
Advocacy Development												
Technical Assistance (ADVOCACY)	*	*	*	*								
Advocate Training	*	*	*	*								
Present Issue #1 - #3 & #4 - #4 & #5					*	*	*	*	*	*	*	*
Policy Awareness Seminars	*											
Public Policy Seminars/Forums			*		*		*		*		*	

CONSOLIDATED OBJECTIVES/CHECKPOINTS**Members Recruited/Retained**

<u>TARGETS</u>	<u>Year One</u>		<u>Year Two</u>		<u>Year Three</u>	
	<u>Recruited - Total</u>		<u>Recruited - Total</u>		<u>Recruited - Total</u>	
AWTC	75	225	100	325	150	475
BPWC	100	283	150	433	250	683
JTA	<u>25</u>	<u>103</u>	<u>50</u>	<u>153</u>	<u>75</u>	<u>228</u>
TOTAL	200	611	300	911	475	1386

Issues Analyzed

<u>TARGETS</u>	<u>Year One</u>	<u>Year Two</u>	<u>Year Three</u>
AWTC	1	2	2
BPWC	1	2	2
JTA	<u>1</u>	<u>2</u>	<u>2</u>
TOTAL	3	6	6

Issues Advocated

<u>TARGETS</u>	<u>Year One</u>	<u>Year Two</u>	<u>Year Three</u>
AWTC	1	2	2
BPWC	1	2	2
JTA	<u>1</u>	<u>2</u>	<u>2</u>
TOTAL	3	6	6

Issues Prevailed

<u>TARGETS</u>	<u>Year One</u>	<u>Year Two</u>	<u>Year Three</u>
AWTC	1	1	2
BPWC	1	2	1
JTA	<u>1</u>	<u>1</u>	<u>2</u>
TOTAL	3	4	5

CONSOLIDATED BUDGET/SMALL GRANTS REQUIREMENTS

Consolidated Budget Requirements

Following final development and approval of the individual organization strategic plans and budgets related to the Three Year Programs of Work, Dr. Zaki Ayoubi should consolidate and report the direct and indirect expenses associated with those selected qualified activities accepted for inclusion within the AMIR Program.

Consolidated Small Grants Requirements

The following grant requests are based on the Findings within the targeted organizations. The utilization of the AMIR Program Small Grants funds for these activities will help ensure success of the targeted organizations and the AMIR Program.

AWTC

Technical Assistance - Web Site Developer - 2 Person Months
Assist in the development of the on-line Virtual Amman World
Trade Center *Estimated Cost: \$40,000*

Computer - Dedicated Web Site Server (VAWTC)
Estimated Cost: \$5,000

Web Site Development Software Package
Estimated Cost: \$5,000

O-T-S Association Management Software
Estimated Cost: \$1,000

O-T-S DeskTop Publishing Software
Estimated Cost: \$500

Flatbed Scanner
Estimated Cost: \$300

Technical Assistance - Association Management Generalist
Apportioned between each of the three targeted organizations
3 - One Person Month assignments over 18 month period
Assist in progressive reorganizing from top-to-bottom of each group
Estimated Cost: \$25,000

BPWC

Technical Assistance - Business Incubator Specialist
2 Person Months - Assist in Developing "Incubator Without Walls"
1 Person Month - Assist in Developing "Mobile Incubator"
Estimated Cost: \$60,000

Plotter for Business Incubator *Estimated Cost: \$1,000*

3 - Multi-purpose (printer, scanner, fax, copier) units
for administrative unit, I&DC and SmBI
(suggest Canon Multipass 5000)
Estimated Cost: \$1,800

Miscellaneous Upgrades to current assorted software
Estimated Cost: \$1,500

O-T-S Association Management Software
Estimated Cost: \$1,000

O-T-S DeskTop Publishing Software
Estimated Cost: \$500

Technical Assistance - Association Management Generalist
Apportioned between each of the three targeted organizations
3 - One Person Month assignments over 18 month period
Assist in progressive reorganizing from top-to-bottom of each
group
Estimated Cost: \$25,000

Direct Supplementary Grant for LCSO Outreach Program
Estimated Cost: \$8,000

O-T-S Business Accounting Software Package for SmBI
(accounting, time sheets, payroll)
Estimated Cost: \$500

Heavy Duty Copier and Expendable Supplies for Training Unit
Estimated Cost: \$5,000

Large Screen Video Projection System for Training Unit
Estimated Cost: \$3,500

Direct Grant for Training Materials for Training Unit
Estimated Cost: \$2,000

JTA

O-T-S Association Management Software
Estimated Cost: \$1,000

O-T-S DeskTop Publishing Software
Estimated Cost: \$500

Flatbed Scanner
Estimated Cost: \$300

Technical Assistance - Association Management Generalist
Apportioned between each of the three targeted organizations
3 - One Person Month assignments over 18 month period
Assist in progressive reorganizing from top-to-bottom of each group
Estimated Cost: \$25,000

Multi-purpose (printer, scanner, fax, copier) unit
(suggest Canon Multipass 5000)
Estimated Cost: \$600

Upgrades for current computer hardware and peripherals
Estimated Cost: \$5,000

Direct Funding Support for Exhibition and Trade Fair Participation
Estimated Cost: \$25,000

Direct Funding Support for Training Courses and Seminars
Estimated Cost: \$10,000

SUMMARY

AWTC	\$ 76,800	
BPWC	\$109,800	
JTA	<u>\$ 67,400</u>	
TOTAL	\$254,000	(in 18 month period AMIR Program Yrs 1 & 2)

AMIR PROGRAM CROSS COMPONENT INTEGRATION

The following elements of the multi-year project merit consideration for cross

component integration with the targeted organizations participating in the AMIR Program. These elements have been included in the individual strategic plans.

BPWC

Sustainable Microfinance Component

Year 1

Milestone 9

Participate in the Financial Sector Reform Study related to “Constraints to Women Borrowers”.

Milestone 11

Participate in National Microfinance Public Awareness and Education Seminar

Year 2

Milestones 4-5-6

Participate in Microfinancing Expert training courses and seminars

Year 3

Milestones 3 & 4

Participate in Microfinancing Expert training and seminars (refresher course)

Improved Implementation of Policy Reform Component

Year 1

Milestone 10

Participate in Public Policy Reform Awareness Seminars

Milestone 11

Perform “Women’s Constraints” Study, hold Workshop to discuss Findings and develop Action Plan.

Participate in various Public-Private policy forums created and convened.

Year 2

Milestone 8

Participate in Public Policy Reform Awareness Seminars

Year 3

Milestone 5

Participate in IPC Customer Service Workshops

Milestone 6

Participate in Public Policy Reform Awareness Seminars

Establish a “data center”

Participate in various Public-Private policy forums created and convened.

AWTC

Sustainable Microfinance Component

None

Improved Implementation of Policy Reform Component

Year 1

Milestone 8

Participate in IPC Investor Workshop

Milestone 9

Participate in and contribute to development of IPC Investor Promotion plans and guidelines.

Milestone 10

Participate in Public Policy Reform Awareness Seminars

Participate in various Public-Private policy forums created and convened.

Year 2

Milestone 4

Participate in IPC “successful promotion missions” and “targeting investors” training sessions.

Milestone 6

Participate in Customs workshop for Jordan private sector companies.

Milestone 8

Participate in Public Policy Reform Awareness Seminars

Participate in various Public-Private policy forums created and convened.

Year 3

Milestone 5

Participate in IPC Customer Service Workshop

Participate in various Public-Private policy forums created and convened.

JTA

Sustainable Microfinance Component None

Improved Implementation of Policy Reform Component

Year 1

Milestone 5

Participate in WTO policy review

Milestone 6

Participate in WTO/IPR Workshops

JTAImproved Implementation of Policy Reform Component

Year 1

Milestone 10

Participate in Public Policy Reform Awareness Seminars

Participate in various Public-Private policy forums created and convened.

Year 2

Milestone 4

Participate in IPC “Successful Promotion Mission” training.

Milestone 6

Participate in Customs workshop for Jordan private sector companies.

Milestone 8

Participate in Public Policy Reform Awareness Seminars

Milestone 10

Participate in WTO/IPR private sector workshop.

Participate in various Public-Private policy forums created and convened.

Year 3

Milestone 6

Participate in Public Policy Reform Awareness Seminars

Participate in various Public-Private policy forums created and convened.

REPORT DISTRIBUTION LIST

1 - 3 1/2" Diskette containing : AMIRTECH.doc, APPEND1.doc, APPEND2.doc,
APPEND3.doc [all MS Word format]

5 Bound Copies (each) of Technical Report, Appendix One, Appendix 2,
Appendix Three [all plain white A-4 paper]

TO: Yomna Mustafa
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1 - 3 1/2" Diskette containing : AMIRTECH.doc, APPEND1.doc, APPEND2.doc,
APPEND3.doc [all MS Word format]

1 Bound Copy (each) of Technical Report, Appendix One, Appendix 2,
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**Access to Microfinance & Improved Implementation of Policy Reform
(AMIR Program)**

Funded By U.S. Agency for International Development

Business Associations Strategic Planning

TECHNICAL REPORT
APPENDIX ONE

Strategic Plan for Business and Professional Women Club

**Deliverable for BAI Component – Year 1 Milestone # 6
Contract No. 278-C-00-98-00029-00**

August 1998

Preface

This specific Business Association Strategic Plan was prepared by association consultant Robert L. Ash for the Center for International Private Enterprise (CIPE) under the direction of the Deputy Director of CIPE, Keith Miceli. The report was completed only with the cooperation and coordination of Dr. Zaki Ayoubi, the BAI Component Leader for the AMIR Program managed by Chemonics International, Inc. and with the able assistance of Randa S. Qunsol of the Amman Business and Professional Women Club. Much of the technical detail presented herein was collected by Larry Milner, association consultant for CIPE, during a diagnostic study performed prior to the start of this consultancy.

The structure and content reflected within this document has been specifically designed for the BPWC. The author, in addition to drawing on his own extensive international experience in association development, utilized some aspects of *Developing a Program of Work , An Overview for Chambers of Commerce*, a publication of the Office of Chamber of Commerce Relations in the U.S. Chamber of Commerce, copyright 1991 and CIPE's training module, *Strategic Planning and Programs of Work (SPP)*, copyright 1995, in development of this report.

Special appreciation is extended to the Board Members of the Business and Professional Women Club, Amman Chapter, in particular the association's Chairperson - Hind Abdel Jaber and fellow Board Members Subhie Maani, Randa Qunsol, Hala Ayoubi, and Madeleine Mazzawi. Without their support and active participation, this strategic plan could not have been completed.

This report was prepared by the Center for International Private Enterprise under Contract # 9804001-208-02C as a subcontractor to Chemonics International, Inc., Prime contractor to U.S. Agency for International Development for the AMIR Program in Jordan.

Abbreviations and Terminology

AGM	Annual General Meeting of Club Members
AMIR	Access to Microfinance & Improved Implementation of Policy Reform
BA	Business Association
BAI	Business Association Initiative
BPWC	Business and Professional Women Club of Amman
CHEMONICS	Chemonics International, Inc. (Washington, D.C.) Prime Contractor to USAID for AMIR Program
CIPE	Center for International Private Enterprise (Washington, D.C.) AMIR Program Subcontractor to Chemonics
I&DC	Information & Documentation Center for Women Studies
JFBPWC	Jordanian Federation of Business and Professional Women Clubs
LCSO	Legal Consultative Services Office for Women
MS	Milestone Number for Chemonics Business Associations Initiative Component
PoW	Program of Work
SBCC	Small Business Counselling Center
SmBI	Small Business Incubator
SGM	Special (or extraordinary) General Meeting of Club, enterprise or association Members
UJRC	Al-Urdum Al-Jaid Research Center
USAID	United States Agency for International Development

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PRE-PLANNING ACTIVITIES

Background Review

One

The Amman Chapter of the Jordanian Federation of Business and Professional Women Clubs was established in 1976 as a national voluntary organization affiliated with the International Federation of Business and Professional Women Club. Today one would not normally pay much attention to the emergence of such a group in Jordan. That finding, in and of itself, says much about the progress being made by the Business and Professional Women Club (BPWC) during its first twenty-two successful years of operation.

While of course we were not here at that time, one can still imagine the consternation and befuddlement of the majority of the population in Jordan upon hearing of such an organization which was dedicated to improving opportunities for women in society. In the mid 1970's "women in business" was probably a fairly novel and pioneering concept, especially given the conservative cultural, religious and political views of the day within this region.

During the intervening years BPWC has proven time and time again its ability to move the position of women in Jordan upward to a more equitable position relative to their male counterparts. Surely it was assisted in no small part by similar activities in other countries, by human rights activists and international programs proffered by the United Nations, USAID and other members of the international donor community. However BPWC's grassroots efforts have generally been accomplished by a core group of dedicated Members who had a vision and the desire to effect positive change.

The BPWC has evolved since inception, from what some would describe as a social club, into a fully fledged viable association capable of representing a large segment of the population in Jordan. With this transition has come many of the problems associated with any maturing organization. The BPWC has quite simply moved beyond its own initial expectations. It now needs to perform extensive internal restructuring to take advantage of modern management methods. The BPWC needs to position itself on a solid foundation at the forefront of the assembled associations as we all enter into the Twenty First century.

Prior to beginning this current long range planning activity, the USAID funded AMIR Program invited the BPWC as well as other Jordanian associations to participate in several preliminary exercises. The output of activities has provided valuable information for the Board of Directors who currently are involved at the policy level in transitional organization management.

BPWC Members responded to a survey which asked about issues affecting them in social and economic terms and specifically targeted their satisfaction (or lack thereof) with the services and benefits of the BPWC and other organizations.

The BPWC allowed itself to be subjected to an internal diagnostic study performed by an international association specialist provided through the AMIR Program. The

One

essence of this study highlighted the strengths and weaknesses of the association.

Further the BPWC participated in a consensus building exercise with many similar organizations headquartered in Amman. The result of this meeting was the identification of many issues which need the prompt professional attention of the groups. It will take some time however before such a coalition can agree on a method for formulating collective positions and articulating a shared viewpoint to Government.

The results of these various activities are more fully detailed in the next section (Diagnostic Summary) of this report.

In July, 1998 the BPWC signed a preliminary Participation Agreement with the AMIR Program which provided among other opportunities, the services of an international association consultant to assist in the development of a long range Strategic Plan for the organization. This document is the resultant product of that interaction between the BPWC Board of Directors and the CIPE consultant.

Also in July the Board of Directors agreed to meet for a strategic planning brainstorming session. During that day-long meeting the Directors were guided through the planning process by Mr. Ash and Dr. Ayoubi. A summary of the activities and output may be found in a later section of this document (Strategic Planning Workshop Report).

With the adoption of this Strategic Plan the BPWC makes a giant leap forward from its former style of micro-management and short-term programming to a more up-to-date style of internal policy making, long-range vision and pro-active advocacy.

This change in management philosophy will dramatically improve BPWC's ability to achieve immediate and long term success for the organization and its Members.

One**Diagnostic Summary**

Note: The following data was extracted from the USAID-funded, AMIR Program-sponsored diagnostic study (BAI Component - Year 1 - MS #5) performed for the BPWC by Larry Milner and Dr. Zaki Ayoubi in July, 1998. This author has taken the liberty of modifying somewhat the interpretation of the findings of that study. A copy of the full diagnostic report has been provided to USAID, the AMIR Program Team and to the BPWC.

SUMMARY SHEET

	<u>Score</u>
Criteria 1: Mission and Objectives (possible points 100)	86
Criteria 2: Governing Body, Officers and Directors (100)	86
Criteria 3: Organizational Structure and Documents (150)	116
Criteria 4: Programs, Services and Activities (60)	21
Criteria 5: Association Staff (110)	98
Criteria 6: Financial Planning and Reporting (130)	115
Criteria 7: Membership Development and Retention (100)	34
Criteria 8: Communications (130)	85
Criteria 9: Government Affairs (80)	38
Criteria 10: Information Management (50)	<u>45</u>
TOTAL CRITERIA POINTS (TOTAL POSSIBLE 1000)	SCORE: 724

On its face this result indicates the BPWC has just above 70% of the essential ingredients necessary for success when compared to the illustrative international association model. This is a relatively high scoring for the BPWC. However one must go to the details to determine if all is as it appears.

The BPWC scored 85% to 90% on one half of the measured criteria. Given current circumstances this is really quite reasonable. Striving to be the perfect organization is not the goal. Those results will allow the BPWC to meet its Mission and serve its Membership adequately in those particular areas. The other five criteria appear to be suffering in varying degrees. The worst two areas within the BPWC are "Programs, Services and Activities" and "Membership Development and Retention". In the low to mid-range are "Organizational Structure and Documents", "Communications" and "Government Affairs".

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In "Programs, Services and Activities" the study gave low marks for lack of a written Program of Work, a poorly designed Annual Report and no score at all for the BPWC not having a written Policy Manual. The organization was also given zero points for not having a long range Strategic Plan.

These missing or less than optimum components of the organization are easily remedied. Most of the written Programs of Work are contained in this document which should soon be approved by the BPWC Board for implementation. The Annual Report will be revamped during the Public Relations - Communications Work activities. As the Board of Directors moves from a micro-management role to one of Policy making there will be a natural opportunity to produce a written Policy Manual. The cost of this exercise will be in volunteer Member time only. The final missing component the Strategic Plan which is also included in this document. The overall cost of rectifying the problems identified within this component is well within the capacity of the organization.

In "Membership Development and Retention" we find a much more complicated problem, but one that can be solved if it is given the appropriate level of attention. The BPWC made perfect scores on the Membership Application and Committee preference cards and it scored mid-range points on Membership List and Total Membership Numbers. The group generally faltered in the remaining categories which include New Member Orientation and Orientation materials, Certificates, awards and other recognition devices, Estimated Potential Members, a formal Recruiting Program and a Member Retention Plan.

The first three items are once again fairly easy to remedy at little or no cost. The activities involved in correcting the subject deficiencies will be a natural product of the Membership Recruitment/Retention Program of Work outlined later in this report.

The base membership of the BPWC at 183 members is actually quite low given the large number of professional women in Jordan's workforce which coincidentally is centered in Amman and also the headquarters city of the BPWC. A conservative estimate by this expert puts the number of potential members at more than 1000. The BPWC must aggressively recruit the best of these individuals in order to augment the membership rolls. This can be accomplished by implementing a professionally designed Member recruitment campaign. This report outlines just such an exercise. (See Programs of Work - Membership Development)

Membership retention is not a problem today. There is little or no annual Member turnover however as the BPWC progresses through its planned metamorphosis some members may find future incompatibility for a variety of reasons. The BPWC must always make the Member feel she is an important component in fulfilling the Mission of the BPWC. It must constantly involve Members in ongoing activities and not allow their memberships to go stale. Members must be shown to be receiving a return on their investment of annual dues especially when these dues may soon be increased significantly to satisfy the financial needs of the organization. Further the

BPWC must understand that a annual turnover rate of 5% to 10% would be normally

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be expected by similar organizations.

BPWC Members were given an opportunity in a recent survey to indicate their levels of satisfaction with the organization. Further they were allowed to propose additional services the BPWC might provide to ensure an adequate return on their investment in annual dues.

Note: The following data was extracted from the USAID-funded, AMIR Program-sponsored Business Associations Membership Survey (BAI Component - Year 1 - MS #3) conducted for the BPWC by CDG/Al-Jidara joint venture in May, 1998. This author has taken the liberty of modifying somewhat the interpretation of the findings of that survey. A copy of the full survey has been provided to USAID, the AMIR Program Team and to the BPWC.

BPWC Most Valued Services
(Ranked By Priority)

Training

Management training programs
Vocational training programs

Representation

Networking with other Members
Representation for business before government ministries
Representation for business before municipal and local depts.

Information

Information concerning economic, legal, market, legislative matters
Technology Information
Workshops, seminars and lectures
Newsletters, bulletins, reports, member directory
Special Research Reports

Business Development

Export and import promotion
Tourist development
Market leads
Hosting of foreign delegations
Industrial, commercial and retail development

Training, Representation and Information are considered very valuable services by BPWC Members. Apparently the BPWC is providing services Members need and appreciate. These services are among the core competencies of the organization and each service ensures fulfilment of the BPWC Mission.

In each subcomponent however there is some discrepancy and areas that may need additional attention. Members through the Information and Data Center and the

Business Counselling service have access to vast amounts of information which they seem to be using effectively given the success of some of the Members

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enterprises.

The organization is grossly lacking in two areas. The BPWC does not publish a monthly newspaper reflecting activities of the organization, the successes of individual Members. Such a publication can also be used as an effective networking tool. Further the BPWC lacks any capacity internal analysis of public policy issues.

Through its various activities the BPWC does a highly commendable job facilitating networking among its Members. The organization has an enviable record for legal representation. It has never lost a case. But when it comes to representing Member interests before Government and legislative bodies the BPWC has room to grow. Today it is reactive to issues adversely affecting Members. No pro-active issues management program exists. These shortcomings can be alleviated by implementation of the Advocacy Program of Work detailed later in this report.

In the areas of Business Development through Business Counselling and the Incubator and also Training in its current training program the BPWC simply needs to augment these already successful programs.

Members across the board suggested through the survey that all associations surveyed needed to improve their internal organizational structure, staffing and operations. They suggested the associations hire and develop qualified professional staff, bring in younger more dynamic Members, listen and respond to Member needs, provide a forum for effective networking and encourage more active participation by regular members in association activities.

The BPWC executive expressed concern about the organization's operational finances. They indicated the BPWC operates from year-to-year and does not have an opportunity for long range financial planning. Further they said there is a need for additional recurring non-dues income. Also the Board noted the membership needs to be expanded and an Outreach program established.

Further the BPWC Executive described limitations to providing Member and Project related Services due to limited financial resources and Limited trained professional staff. They indicated with one half of current university graduates are women so the demand for services continues to grow.

Annual dues from Members cover only an extremely small (2%) portion of overall expenses. About 70% of the funds received by the BPWC are from international partners (donors). These funds are specifically allocated for "project" utilization. Therefore the main programs and activities (Legal and Business Counselling, the

Information and Data Center and the Business Incubator) of the BPWC are fully dependent upon donor contributions. If there should be a change in donor philosophy or cuts in donor annual contributions the BPWC's programs would suffer

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immediate and possibly irreparable harm.

The BPWC needs to become more financially self-reliant. Several approaches should be considered to meet this goal.

A. A Major Membership Recruitment and Retention program needs to be designed and undertaken immediately.

B. A Cost-to-Serve Study needs to be performed to determine the “real” cost of providing the current and potentially expanded basic service package offered by the organization.

C. A more realistic “cost recovery” dues structure must be immediately put in place. If the BPWC executive has concerns that everyone will not be able to afford what will probably be greatly increased subscription rates then considered should be given to tier membership or a sliding scale dues structure (based on ability to pay).

D. Donor Relations is of equal importance to Membership and annual subscriptions when consideration is being given to accept donor projects and donor funding. Any time an organization establishes a donor sponsored project, that organization incurs certain embedded costs for housing and administering with its own staff, the activities related to the project. There must be put in place a methodology for determining what portion of the project (donor) funds will be allocated to the BPWC to offset this type of expense. Specifically, projects must pay their way, including direct or indirect (loaded rate) expenses such as staff salaries.

E. Other methods of producing non-dues, non-donor related income must be introduced in the BPWC. For example, the annual membership list should be published as a directory and sold to Members and non-members. Where appropriate Members could indicate their area of business so as to lead to more Member-to-Member business opportunity. This directory would also enhance the networking of Members throughout the business year. Display adverts could be sold to generate additional income from companies wishing to do business with BPWC Members.

BPWC could establish contracts with various training organizations to sponsor and administer “workshops” for women in Jordan. A percentage of the training fees would flow back to the organization as additional non-dues income.

The BPWC could establish an in-house employment agency which would match clients (Members and non-members) to prospective employers for a pre-set fee or commission paid by either party. Clients would be pre-screened through testing, interview, background and reference check to ensure they meet the requirements of the potential employer. Potential employers would be similarly screened to ensure BPWC clients were placed within reputable enterprises.

The BPWC has essentially placed itself in a financial corner from which it must break out in order to implement the strategic plan currently under consideration. The methods outlined here are among many alternatives to be considered for

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immediate implementation.

Report of Findings

PRELIMINARY

Note: The AMIR Program Team developed and distributed the following “Food for Thought” memo for use by the participants in the BPWC strategic planning session. These potentially actionable items were developed during the diagnostic study, in the member survey and in face-to-face meetings with the BPWC Board members and staff. They are not nor were they intended to be comprehensive in nature. These notes were simply to be utilized as memory joggers and dialogue stimulators.

Food for Thought

The AMIR Program Team would like to bring to the attention of the Chairperson and the Board of Directors of the Business and Professional Women Club (BPWC) the following **Findings** which have been identified as potential **Action Items** for consideration by the BPWC during the Strategic Planning process which commences this week.

Mr. Larry Milner has completed a diagnostic study of the BPWC which will soon be formally presented to the BPWC Board in its final form. Preliminary results of this study indicate the BPWC scored a very commendable total criteria score when compared to similar associations throughout the world. This is especially important as the BPWC has been operating for a relatively short time.

Even with such results however there is always room for improvement and consequently relevant items that require review and reinforcement.

FINDING - ONE

The BPWC Board of Directors appears to be micro-managing the organization.

Action Items

The Board needs to consider stepping back from the day-to-day operation of the association thus allowing the paid staff to effectively manage the organization. Board intervention in administrative matters should be by exception only.

The Board should consider meeting less frequently. Spending its valuable time on issues affecting the controlled development of the organization, the future success of BPWC Members and the private sector in Jordan will result in greater rewards.

FINDING - TWO

BPWC's Public Relations/Communications tools need to be re-evaluated.

Action Items

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The BPWC staff needs to utilize readily available desktop publishing programs to transform all of its published materials into more “Member Friendly” marketing devices.

Members and potential members should regularly be able to see themselves and others in similar circumstances receiving recurring benefits and a return on investment in the BPWC.

FINDING - THREE

BPWC needs to increase its dues paying membership.

Action Items

Given the general population of Amman and the currently increasing participation of women in business it appears there is ample opportunity to dramatically increase the membership base of the organization with a professionally designed and managed recruitment effort.

FINDING - FOUR

BPWC membership fees need to cover the basic organizational cost of serving the members.

Action Items

A periodic review of the costs related to serving the members should be undertaken to determine the cost-of-service per member. The resultant figure should be used as the basis for future dues calculations in order that the BPWC may become self reliant and fiscally sound.

FINDING - FIVE

BPWC does not have a written long range plan.

Action Items

The Board of the BPWC needs to develop a three to five year strategic plan.

FINDING - SIX

BPWC's most successful programs (legal assistance, incubator, etc.) appear to be directed toward non-members.

Action Items

Future planning should re-direct BPWC programs toward those services and activities that provide measurable member benefit.

FINDING - SEVEN

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BPWC needs to enhance its advocacy program.

Action Items

The BPWC Board needs to initiate a pro-active advocacy program which goes beyond targeting Women's Issues and moves into addressing those policy issues affecting the entire private sector.

During the brain storming sessions which will be conducted this week the following items related to the planning process may be discussed. Your valued input is important to the success of this exercise and to the development of a meaningful long range Strategic Plan for the BPWC.

Today's Realities - Tomorrow's Opportunities

Mission Statement	Organizational Objectives
Program of Work	Priorities
Activities	Pitfalls
Core Competencies	Organizational Structure
Staffing	Member Services
Income Generation	Expense Control
Member Recruitment - Retention	Public Policy Analysis
Public Policy Advocacy	Staff Development
Board Development - Role/Responsibility	Public Relations
Financial Controls	

SUPPLEMENTARY

Note: Following on the completion of the brainstorming meeting, Mr. Ash and Dr. Ayoubi developed

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from that dialogue additional areas of attention that may need to be addressed by the BPWC.

At this point however the findings may appear to be somewhat shallow as nearly 95% of the documents retrieved and reviewed during the diagnostic process are in Arabic. In order for the AMIR Program team to jointly review these documents in-depth these documents must be translated into English. To date this task has not been undertaken.

Further Association Issues to be Addressed

It appears a current restriction to membership growth may be one of elitism. While the By-Laws allow for any women engaged in business or profession may become a Member of the BPWC, in practice one finds Membership is not quite that open.

The BPWC needs to target new women graduates of university as they enter the workforce to gain life-long support for BPWC through the continuing provision of service, training and networking.

The organizational By-Laws need to be extensively revamped to allow for continuing development of the BPWC.

The Board of Directors needs to establish an Executive Committee to monthly deal with administrative matters which are beyond the scope of the Executive Director.

The Board of Directors needs to develop within the Personnel and Procedures Manual, a "Code of Ethics" for the organization.

Specific Job Descriptions need to be written for each staff position including basic qualifications for the position.

The in-house staff development program needs to be upgraded.

A Personnel and Procedures Manual needs to be written and put into practice.

The Annual Report needs restructuring and a "Modern Look". This document can be a valuable marketing tool.

Door stickers, wall plaques and other logo carrying instruments must be made available for sale to Members (non-dues income) who should be encouraged to prominently displayed them in their work place and on their vehicles.

The BPWC should consider including a training module on "How to Get the Job through Effective Interviewing". Recent school leavers and even experienced workers often have never had appropriate coaching prior engaging in what may be the most important hour of their work life.

The BPWC is a fundamentally strong organization with good infrastructure. It exhibits a positive image and encourages Member participation. It is led by capable and enthusiastic Board and run by a very professional staff. Implementing this plan will allow the organization to reach the next plateau of organizational development,

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one where the BPWC can proudly wear the mantle of Advocate in the Public Policy arena. The strength of one half the population of Jordan augments these efforts.

WORKSHOP REPORT

Business Association Strategic Planning AMIR Program BAI Component Year 1 Milestone #6

DATE CONVENED: 25 July 1998

ORGANIZATION: Business and Professional Women Club - Amman Chapter

VENUE: association headquarters conference room

TIME: 0900 to 1630 including a working lunch session

PARTICIPANTS: Hind Abdel Jaber, Board President 0900-1630
Subhieh Maani, Board Vice President 0900-1630
Randa Qunsul, Board Treasurer 0900-1500
Hala Ayoubi, Board Member, Incubator Coordinator 0900-1630
Madeleine Mazzawi, Board Member, Training Coor. 1200-1630
Zacki Ayoubi, BAI Component Leader 0900-1100
Robert Ash, Association Planning Specialist 0900-1630

Note: The Executive Director who was out of the country and three other Board Members were unable to attend.

The participants actively contributed to continuing dialogue during the entire day.

The following agenda was loosely followed in an informal brainstorming atmosphere.

Introduction of Program by Dr. Ayoubi
Overview of expectations by Robert Ash

The following items were introduced by Mr. Ash with the participants joining into often lively debate throughout this extended session

What is Strategic Planning?
Definition
Why is it important?

General Strategy...
Why? - What? - How? - When? - Where? - Who?

MISSION STATEMENT
What is a Mission Statement?
Why is it important?
What is it based upon?

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How is it developed?
 Sample Mission Statements
 Examination of Organization's Current Mission Statement
 Does it fall within the guidelines?
 Is it still relevant to today's realities?
 Will it represent well the organization tomorrow?
 Should it be reviewed and possible rewritten?

Determining Organizational Objectives

What are organizational Objectives?
 How are they different from the mission and why are they important?
 What are they based upon?
 How are they developed?
 Examination of Organization's Current Objectives
 Do they fall within the guidelines?
 Are they still relevant to today's realities?
 Will they represent well the organization tomorrow?
 Should they be reviewed and possible rewritten?

“Food for Thought” Memorandum

The Program of Work

What is the program of work?
 Definition
 Uses of Program of Work
 Developing a Program of Work
 Gather Information
 Solicit Input
 Develop the Program
 WHERE WE ARE RIGHT NOW!

The “Thinking Sticks” Exercise

Develop Activities
 FIVE WAY TEST
 POTENTIAL PITFALLS in the Development of a Program of Work
 DO'S and DON'TS
 Implementing the Program of Work

PROGRAM REVIEW

SOME THOUGHTS ON FACTORS INFLUENCING “SUCCESS”
 WITHIN VOLUNTARY ORGANIZATIONS

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Overview of Workshop Dialogue

Introductions all around.

Dr. Zaki Ayoubi opened the session by indicating to the participants they should take this opportunity to develop a comprehensive Strategic Plan which in addition to being used as a guide for the Board could be further used as an effective marketing tool for member recruitment and international partner (donor) interaction.

Mr. Ash indicated to the group that in his opinion, based on the diagnostic study just completed by Larry Milner, CIPE Association Specialist, the BPWC did not have a long range plan in place.

The group confirmed at most it usually operated each year on a One Year or Current Year program. Board Members are assigned specific responsibility for various organization activities such as: information, legal aid, business counselling, incubator operations, fund raising and finances. This individual is the single point of contact for all related activities.

It was determined the By-Laws caused the Board to micro-manage operations.
It was suggested the By-Laws needed to be updated.

The transition from a “Club” status to an “Association” status seemed to have been a problem for the Board and staff as well as Members and the External Stakeholders including donors, politicians and the media. This situation created missed opportunities and potential financial dilemma.

The group indicated recruitment and retention of professional staff was a problem.

A question was raised as to how to effectively raise funds to cover operational costs especially professional staff salaries.

It was suggested By Mr. Ash the organization could raise subscriptions, increase membership, issue a special annual assessment to the membership, solicit assistance from multi-national corporations with a presence in Jordan and/or prepare funding requests to the international donor community.

It was determined the BPWC does not nor has it ever had a formalized Mission Statement.

The group participated in an exercise to develop the outline for a draft Mission Statement.

“To provide a platform for constructive dialogue and action which ensures women in Jordan optimize every opportunity for active participation in the social and economic development of the country through empowerment, advocacy, education and training, professional support and networking.”

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The group followed on this with a discussion which built on the organization's current Objectives including but not limited to:

To develop in Jordan a cadre of career minded professional women.

To cooperate with other organizations which complement or support the Mission of the BPWC

To establish programs and implement activities that achieve the goals and objectives of the BPWC.

To offer Members professional Education and Training opportunities.

To promote Legal Awareness among Members and other women in Jordan.

To provide a platform for managing issues related to women and the private sector

To nurture a "Member to Member" network.

There was a lengthy discussion regarding micro-financing. The group determined any such program within BPWC should be limited to a narrowly focused set of potential clients. These clients should be unemployed or underemployed graduates of university or technical college who are entrepreneurial participants in the BPWC business incubation process.

The group determined the dues structure which is preset in the By-Laws is antiquated and inflexible. Amendments to the By-Laws will be presented at the next AGM or a Special GM if deemed necessary.

The remainder of the session dealt with the following programs and activities which will be potentially included in the comprehensive strategic plan.

Today's Realities - Tomorrow's Opportunities

Priorities	Activities	Pitfalls
Core Competencies	Organizational Structure	Staffing
Member Services	Income Generation	
Incubator Without Walls	Expense Control	
Member Recruitment - Retention	Public Policy Research - Analysis	
Public Policy Advocacy	Staff Development	
Member Volunteer Development	Public Relations	
Mobile Incubation	Outreach Policies	
Board Development - Role/Responsibility		
Financial Administration and Reporting		

The session ended with Mr. Ash committing to meeting with the Board within a week to ten days to present for comment a draft comprehensive strategic plan. Mr. Ash thanked the Board Members for their active participation and insightful comments.

PLAN DEVELOPMENT

MISSION

MISSION STATEMENT

“The Mission of the Amman Chapter of the Business and Professional Women Club is to provide a ~~well-respected platform~~ (BPWC to select appropriate Arabic/English phrase) for constructive dialogue and action which ensures women in Jordan optimize every opportunity for empowerment and active participation in the social, business and economic development of the country through education, advocacy, networking, training and professional support.”

Prior to this strategic planning exercise the BPWC did not have a well defined and separately articulated Mission Statement. The mission of the organization was co-mingled with its Objectives. This Mission Statement was developed during the planning workshop by the Board Members. Its intent is to explain to Members, Staff and External Stakeholders in clear and concise language why this organization exists. In future, every action taken by the BPWC should be gauged against the Mission Statement. The Mission Statement should be prominently displayed and utilized in BPWC communications to ensure far reaching understanding by the people of Jordan

In all likelihood the By-Laws may need to be modified and approved by the Membership at a Special General Meeting to accommodate the affirmation of a new Mission Statement.

Note: The author is cognizant of the fact this Mission Statement will need to be translated into Arabic and understands that a balance must be made between terms or phrases in that language and English. One must leave the final wording to our Arabic speaking associates.

One**OBJECTIVES**

The Objectives of the Amman Chapter of the Business and Professional Women Club are:

To attract to and develop within its Membership a cadre of active career-minded professional women whom are appropriately prepared to take up leadership positions and take on a more dynamic role throughout society in Jordan.

To establish and professionally conduct essential programs for the Members that achieve the goals and objectives of Members and the organization.

To promote legal and self awareness among Members and other women in Jordan.

To provide a substantive influential voice for effecting positive change on those economic and social issues affecting women in Jordan.

To provide Members with access to technical education and training programs which enhance their future opportunity for social and economic advancement.

To form coalitions and cooperate with other organizations, which complement and support the goals and objectives of the Club.

To promote dialogue and networking among Members.

To strive for equal opportunities and status for women in Jordan in all aspects of economic, social and political life.

Prior to this strategic planning exercise the BPWC's Objectives were somewhat ill defined and interleaved with its Mission within the organization By-Laws. These updated Objectives were developed during the planning workshop by the Board Members. The new Objectives indicate what the BPWC is striving to provide for accomplishing its Mission. In future, every action taken by the organization should be gauged against these Objectives. Again, in all likelihood, the By-Laws may need to be modified and approved by the Membership at a Special General Meeting to accommodate the affirmation of these new Objectives.

One**THE STRATEGY - A THREE YEAR PLAN**

The Board of Directors of the BPWC have undertaken the first steps in the long range planning process of drawing up a comprehensive 3 Year Strategic Plan by formulating the new Mission Statement and revised association Objectives which are presented in the two previous sections of this document.

Now that the “Why” and “What” questions have been resolved, we are properly positioned to articulate the “How” segment of the planning process. The Board of Directors working through and with Mr. Ash and Dr. Ayoubi have developed the following strategies:

The organization should strengthen and expand on its core competencies.

Legal Consultative Services Office for Women (LCSO)

Conduct Quality of Service Survey
Perform Outreach Study
Maintain Continuous Operation

Information & Documentation Center for Women Studies (I&DC)

Add Public Policy Issues Identification, Research and Analysis component
Maintain Continuous Operation

Small Business Counselling Center (SBCC)

Conduct Quality of Service Survey
Perform an Outreach Program Needs Assessment
Add (if needed) an Outreach component in concert with the Small Business Incubator
Maintain Continuous Operation

Small Business Incubator

Implement a “Incubator Without Walls” program in Amman
Support the SBCC’s Outreach program if and as required
Add a Mobile Incubator Business Training and Counselling component
Maintain Continuous Operation

Youth Support *
 Environment *
 Social Functions *

* Maintain current programs (no PoW was produced on these activities) the BPWC may wish to add these to the strategic plan during the adoption and approval stages.

The organization should increase and expand its membership base.

Analyze Current Membership Recruitment/Retention program
Train Board, Staff and Member Volunteers in professional
Membership Retention/Recruitment techniques
Design and Conduct Annual Membership Recruitment/Retention Drive

The organization needs to more fully develop its professional staff.

Write and Implement a Policy and Procedures Manual which includes
an Employee Handbook and Job Descriptions
Formulate an Employee Evaluation System and conduct
Annual Personnel Evaluations
Evaluate Staff Training and Development needs and implement
scheduled individual and group Training programs

The organization needs to strengthen its financial condition.

Develop a Cost-to-Serve figure that reflects the total loaded cost with
overheads of the organization divided by the Total Membership
Adjust Membership Dues to at least the minimum Cost Recovery figure
Develop and implement a Fees-for-Services schedule for Non-
Members
Identify and implement other Non-Dues revenue generating schemes
Negotiate with international partners (donors) for recovery of
operational overheads related to project implementation and
operation including staff salaries.
Identify, prepare and present Project Proposals and Funding Requests
to various international Foundations and multi-national corporations
that share similar Values and Mission and Objectives to the BPWC
Obtain and implement an Off-The-Shelf Association Management
computer software system

The organization should implement a professional communications program

Improve the image of the BPWC to Members and External
Stakeholders
Evaluate and redesign current BPWC literature
Revamp the BPWC Annual Report
Hold periodic Briefings for Members and External Stakeholders
Communicate More Effectively

The organization needs to take a pro-active role when dealing with Public Policy Issues affecting its Members.

Develop and In-House Issues Management capacity

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Train In-House Policy Advocates (BPWC Issues Spokespersons)
Develop consensus positions with other private sector organizations
supporting BPWC's position on Public Policy Issues
Present to and gain acceptance from External Stakeholders, including
Government officials and Politicians, for BPWC's positions

The following sets of Programs of Work have been developed to define what Actions must be taken to accomplish the Strategies outlined above. Each set relates back to a particular strategy and covers three years of activities. Following the PoWs is a 3 Year Implementation Schedule, an Objectives and Checkpoints table and the Budget Requirement (as yet undeveloped) to fulfil the three year plan.

The BPWC Board of Directors needs to work with the AMIR Program staff to develop a comprehensive and realistic 3 Year Budget based on the Strategic Plan. Further the Board needs to review the association By-Laws and develop the amendments necessary to implement its Strategic Plan.

The BPWC Board needs to approve the Strategic Plan, Budget and By-Law Amendments prior to calling a Special General Meeting of the Membership.

The Members should approve the Strategic Plan, Budget and By-Law Amendments as presented and explained to them by the Board.

The Board and BPWC Staff should undertake to implement the Strategic Plan and its associated Programs of Work.

To answer the "Who question related to the day-to-day operation of the various elements of the Club the following structure is recommended:

The full Board of Directors should be expanded from nine to twelve members. The Executive Director should attend Board Meetings as a non-voting participant and Board resource person. The Board should meet quarterly and at the AGM. It should limit its agenda to policy or policy issues and receipt/review of Committee Reports.

The Board should form Committees to oversee various Club elements such as SmBl, LCSO, I&DC, SBCC, PR, Advocacy, etc.

There should be an Executive Committee consisting of the Board Chairperson, Vice Chairperson, Secretary, Treasurer and the Executive Director (non-voting resource). The Executive Committee should meet at least monthly to handle administrative and technical issues beyond the scope or authority of the Executive Director. Committee reports should be submitted to the Board quarterly.

Each of the remaining Committees should be chaired by a Member of the Board. If possible no individual Board member should chair more than one committee. Committee Members (4-6 persons) should be drawn by invitation and appointment

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from the General Membership. This action will immediately create an opportunity for more Members to become actively involved in Club programs.

Committee Members should be selected whenever possible for their technical or administrative knowledge of that particular Committee's portfolio and most importantly exhibit traits that can contribute to the Committee's efforts. Committees should meet monthly. Reports of Committee activities and actions should be submitted to the Board of Directors each quarter.

These Committees could also be augmented by non-voting resource persons whom by invitation would be included on the Committee Roster. For example BPWC staff, technical advisors, donor representatives and other outside advisors should be considered for such Committee appointments.

Committees should be advisory in nature but can if necessary and with the full knowledge of the Board and the Executive Director undertake to actually perform the functions formulated by Committee Members.

The Executive Director should be the administrative and managerial head of the Club. All staff should report to and receive instructions from the Executive Director. The Executive Director should manage and be held fully accountable for all Club elements.

Committee Chairpersons should communicate with the Board of Directors and the Executive Director as needed. There should be no formal Committee to staff dialogue that bypasses the Executive Director or the Board.

The purpose of these suggestions is multi-fold. The Board needs to concentrate on policy and stop micro-managing the Club. This will free up some of the time and effort currently being given by Board Members. The Executive Director must be allowed to manage the Club. Expanded Committees will allow for increased involvement by the General Membership which will encourage active Member participation in Club activities and generally aid in the retention of Club Members.

These suggestions should be diagrammed into an organizational flowchart and included in the Club Policy and Procedures Manual.

Suggested Committees:

Executive Committee

Information and Documentation

Social

Public Relations

Training

Issues Management (Analysis & Advocacy)

Youth Activities

Legal Counselling

Environmental

Business Counselling

Membership

Human Resources

Business Incubator

One

Business and Professional Women Club - Amman Chapter

Program of Work - Legal Counselling**Year One (1998 - 1999)****Advocacy Committee**

Committee Goal: Expand the impact of the Legal Consultative Services Office for Women.

Objective: To assist in solving women's social, psychological and legal problems.

To inform women in Jordan of their rights and duties toward family, society and institutions.

Strategies/Tasks/Activities: Survey existing clients to determine levels of satisfaction with the service they are currently receiving.

Perform an Outreach study to determine if any groups of women in Jordan who need assistance are still unaware of the BPWC's legal counselling program.

Establish a Legal Counselling Outreach Program (if needed)

Establish a computerized data base and information resource retrieval system

Continuous operation of the Legal Consultative Services Office for Women (LCSO).

Measurement Criteria: Current Clients are at least 90% satisfied.
New potential clients are identified and served.
The LCSO operates year round

Individual Responsible: Committee Chairperson

Time Line:

Service Survey	October, 1998
Outreach Study	January, 1999
Operations	Continuous

Resources Needed:

Internal: Increased LCSO budget for Study and Survey

External: Donor Funding for LCSO Outreach Program (if initiated)

Donor Funding for LCSO data base and Information system

One

Business and Professional Women Club - Amman Chapter

Program of Work - Legal Counselling**Year Two (1999 - 2000)****Advocacy Committee**

Committee Goal: Maintain the impact of the Legal Consultative Services Office for Women.

Objective: To assist in solving women's social, psychological and legal problems.

To inform women in Jordan of their rights and duties toward family, society and institutions.

Strategies/Tasks/Activities: Continuous operation of the Legal Consultative Services Office for Women (LCSO)

Legal Counselling Outreach Program operating (if needed)

Computerized data base and information resource retrieval system operational

Measurement Criteria: Current Clients are at least 90% satisfied.
LCSO operates year round

Individual Responsible: Committee Chairperson

Time Line: Operations Continuous

Resources Needed:

Internal: Regular LCSO budget

External: Donor Funding for Outreach program

One

Business and Professional Women Club - Amman Chapter

Program of Work - Legal Counselling**Year Three (2000 - 2001)****Advocacy Committee**

Committee Goal: Maintain the impact of the Legal Consultative Services Office for Women.

Objective: To assist in solving women's social, psychological and legal problems.

To inform women in Jordan of their rights and duties toward family, society and institutions.

Strategies/Tasks/Activities: Continuous operation of the Legal Consultative Services Office for Women (LCSO).

Legal Counselling Outreach Program operating (if needed)

Computerized data base and information resource retrieval system operational

Measurement Criteria: Current Clients are at least 90% satisfied.
LCSO operates year round

Individual Responsible: Committee Chairperson

Time Line: Operations Continuous

Resources Needed:

Internal: Regular LCSO budget

External:

One

Business and Professional Women Club - Amman Chapter

Program of Work - Information & Documentation**I&DC Committee****Year One (1998 - 1999)**

Committee Goal: Enhance the functions of the Information and Documentation Center for Women's Studies

Objective: Collection, dissemination and provision of accurate up-to-date information with particular emphasis on subjects and issues pertaining entrepreneurship and women in business.

Collection, dissemination and provision of social and legal information with particular emphasis on the business impact of these issues on women and business.

Strategies/Tasks/Activities: Maintain current high levels of service related to business information.

Maintain current high levels of service related to social and legal information.

Co-Sponsor and conduct on behalf of the AMIR Program a "Women's Constraints" Study, hold a Workshop to discuss Findings and develop an Action Plan

Continuous operation of the Information and Documentation Center for Women's Studies. (I&DC)

Measurement Criteria: Current Clients are at least 90% satisfied.
New potential clients are identified and served.
Complete AMIR Program "Women's Constraints" Study
The I&DC operates year round

Individual Responsible: Committee Chairperson

Time Line: "Women's Constraints" Study November 1998
I&DC Operation Continuous

Resources Needed:**Internal:**

Regular I&DC Budget

External:

Technical Training for I&DC staff

AMIR Program funding for "Women's Constraints" activities

Donor Funding for equipment and program upgrades

Multi-function (printer/scanner/fax/copier) machine

One

Business and Professional Women Club - Amman Chapter

Program of Work - Information & Documentation**I&DC Committee****Year Two (1999 - 2000)**

Committee Goal: Enhance the functions of the Information and Documentation Center for Women's Studies

Objective: Collection, dissemination and provision of accurate up-to-date information with particular emphasis on subjects and issues pertaining entrepreneurship and women in business.

Collection, dissemination and provision of social and legal information with particular emphasis on the business impact of these issues on women and business.

Strategies/Tasks/Activities: Maintain current high levels of service related to business information.

Maintain current high levels of service related to social and legal information.

Continuous operation of the Information and Documentation Center for Women's Studies. (I&DC)

Measurement Criteria: Current Clients are at least 90% satisfied.
New potential clients are identified and served.
The I&DC operates year round

Individual Responsible: Committee Chairperson

Time Line: Operation Continuous

Resources Needed:

Internal: Regular I&DC Budget
External:

One

Business and Professional Women Club - Amman Chapter

Program of Work - Information & Documentation**I&DC Committee****Year Three (2000-2001)**

Committee Goal:	Enhance the functions of the Information and Documentation Center for Women's Studies	
Objective:	Collection, dissemination and provision of accurate up-to-date information with particular emphasis on subjects and issues pertaining entrepreneurship and women in business.	
	Collection, dissemination and provision of social and legal information with particular emphasis on the business impact of these issues on women and business.	
Strategies/Tasks/Activities:	Maintain current high levels of service related to business information.	
	Maintain current high levels of service related to social and legal information.	
	Establish an AMIR Program sponsored data center	
	Continuous operation of the Information and Documentation Center for Women's Studies. (I&DC)	
Measurement Criteria:	Current Clients are at least 90% satisfied. New potential clients are identified and served. The I&DC operates year round	
Individual Responsible:	Committee Chairperson	
Time Line:	Data Center Operation	September 2000 Continuous
Resources Needed:		
Internal:	Regular I&DC Budget	
External:	Funding for AMIR Program sponsored data center	

One

Business and Professional Women Club - Amman Chapter

Program of Work - Public Policy Analysis**Advocacy Committee****Year One (1998 - 1999)**

Committee Goal: Develop a professional analysis element for Club Advocacy activities

Objective: To develop a private sector issues research capability.

Strategies/Tasks/Activities: Review the findings of the private sector survey conducted by the AMIR Program in early 1998. Select one or two relevant issues for further study and resolution.

Perform in-house research or retain the services of an independent researcher.

Develop a solid positive position on the issue and prepare the appropriate "paper" for circulation to other private sector associations for comment. Follow-up (see Advocate PoW)

Participate in and contribute to the AMIR Program sponsored National Microfinance Public Awareness and Education Seminar

Develop an alliance with CIPE's Think Tank project in the Al-Urdun Al-Jaid Research Center

Measurement Criteria: One issue research and a Position Paper Prepared
Participate in AMIR Program Microfinance Seminars
Alliance formed with AJRC

Individual Responsible: Committee Chairperson

Time Line:	Technical Assistance	December 1998 - January 1999
	Issue Selected	January 1999
	Research/Development	February 1999 - March 1999
	Microfinance Seminars	December 1998
	AJRC Alliance	Continuous

Resources Needed:

Internal: Increased budget (apportioned) for Policy Analysis

External: Increased budget (apportioned) for Policy Analysis
Technical Assistance (Policy Analysis Specialist)
Technical Training for BPWC staff
Issues Researcher(s) (Local or international Expert(s))

Business and Professional Women Club - Amman Chapter

Program of Work - Public Policy Analysis

Advocacy Committee

Year Two (1999 - 2000)

Committee Goal: Develop a professional analysis element for Club Advocacy activities

Objective: To maintain a private sector issues research capability.

Strategies/Tasks/Activities: Select, based on the Member's input, two relevant issues for further study and resolution.

Perform in-house research or retain the services of an independent researcher.

Develop a solid positive position on the issues and prepare the appropriate "papers" for circulation to other private sector associations for comment. Follow-up (see Advocate PoW)

Continue alliance with UJRC

Measurement Criteria: Two issues researched and Position Papers Prepared
UJRC alliance continues

Individual Responsible: Committee Chairperson

Time Line:	Issues Selected	August 1999
	Research/Development	September 1999 - October 1999
	UJRC alliance	Continuous

Resources Needed:

Internal: Increased budget (apportioned) for Policy Analysis

External: Increased budget (apportioned) for Policy Analysis
Issues Researcher(s) (Local or international Expert(s))

One

Business and Professional Women Club - Amman Chapter

Program of Work - Public Policy Analysis**Advocacy Committee****Year Three (2000-2001)**

Committee Goal: Develop a professional analysis element for Club Advocacy activities

Objective: To maintain a private sector issues research capability.

Strategies/Tasks/Activities: Select, based on the Member's input, two relevant issues for further study and resolution.

Perform in-house research or retain the services of an independent researcher.

Develop a solid positive position on the issues and prepare the appropriate "papers" for circulation to other private sector associations for comment. Follow-up (see Advocate PoW)

UJRC alliance continues

Measurement Criteria: Two issues researched and Position Papers Prepared
UJRC alliance continues

Individual Responsible: Committee Chairperson

Time Line:	Issues Selected	August 2000
	Research/Development	September 2000 - October 2000
	UJRC alliance	Continuous

Resources Needed:

Internal:	Increased budget (apportioned) for Policy Analysis
External:	Increased budget (apportioned) for Policy Analysis
	Issues Researcher(s) (Local or international Expert(s))

Program of Work - Business Counselling

Year One (1998 - 1999)

Business Development Committee

Committee Goal:	Enhance and Expand the functions and delivery capacity of the Small Business Counselling Center	
Objective:	To encourage women to invest in and start small business enterprises	
	To offer business counselling and information to existing and potential women entrepreneurs	
	To adopt and utilize modern counselling techniques	
	To organize and deliver business training to existing and potential women professionals and entrepreneurs	
Strategies/Tasks/Activities:	Conduct a SBCC Client - Quality of Service Survey	
	Conduct an Outreach Program Needs Assessment	
	Continuous operation of the Small Business Counselling Center	
Measurement Criteria:	Current Clients are at least 90% satisfied.	
	New potential clients are identified and served.	
	The SBCC operates year round	
Individual Responsible:	Committee Chairperson	
Time Line:	Quality of Service Survey	November 1998
	Outreach Needs Assessment	January 1999
	Operation	Continuous
Resources Needed:		
Internal:	Increased budget for Survey and Needs Assessment	
External:	Donor Funding for equipment and program upgrades	
	Multi-function (printer/scanner/fax/copier) machine	
	(Business Accounting - Time Sheets - Payroll) software	

One

Business and Professional Women Club - Amman Chapter

Program of Work - Business Counselling

Year Two (1999 - 2000)

Business Development Committee

Committee Goal:	Enhance and Expand the functions and delivery capacity of the Small Business Counselling Center	
Objective:	To encourage women to invest in and start small business enterprises	
	To offer business counselling and information to existing and potential women entrepreneurs	
	To adopt and utilize modern counselling techniques	
	To organize and deliver business training to existing and potential women professionals and entrepreneurs	
Strategies/Tasks/Activities:	Design and Implement a SBCC Outreach program (if needed)	
	Enlist the support of the Small Business Incubator (if and as needed) for the SBCC Outreach Program	
	Participate in AMIR Program sponsored Microfinancing Expert training and seminars	
	Continuous operation of the Small Business Counselling Center	
Measurement Criteria:	Current Clients are at least 90% satisfied. New potential clients are identified and served. SBCC Outreach Program functioning Microfinancing Expert Training completed The SBCC operates year round	
Individual Responsible:	Committee Chairperson	
Time Line:	Outreach Program Initiated	June 1999
	SmBI provides support	Continuous
	Microfinance Expert Training	April 1999
	Operation	Continuous
Resources Needed:		
Internal:	Increased budget for Outreach Program	
External:		

One

Business and Professional Women Club - Amman Chapter

Program of Work - Business Counselling

Year Three (2000 - 2001)

Business Development Committee

Committee Goal:	Enhance and Expand the functions and delivery capacity of the Small Business Counselling Center	
Objective:	To encourage women to invest in and start small business enterprises	
	To offer business counselling and information to existing and potential women entrepreneurs	
	To adopt and utilize modern counselling techniques	
	To organize and deliver business training to existing and potential women professionals and entrepreneurs	
Strategies/Tasks/Activities:	Continues operating the SBCC Outreach program (if needed)	
	Enlist the support of the Small Business Incubator (if and as needed) for the SBCC Outreach Program	
	Participate in AMIR Program sponsored Microfinancing Expert training and seminars (refresher courses)	
	Continuous operation of the Small Business Counselling Center	
Measurement Criteria:	Current Clients are at least 90% satisfied. New potential clients are identified and served. Outreach Program (if needed) functioning year round Microfinancing Expert Refresher Training completed The SBCC operates year round	
Individual Responsible:	Committee Chairperson	
Time Line:	Outreach Program	Continuous
	SmBI provides support	Continuous
	Microfinance Expert Refresher	March 2000
	Operation	Continuous
Resources Needed:		
Internal:	Increased budget for Outreach Program	
External:		

One

Business and Professional Women Club - Amman Chapter

Program of Work - Business Incubation **Year One (1998 - 1999)****Business Development Committee**

Committee Goal:	Enhance and Expand the functions and delivery capacity of the Small Business Incubator
Objective:	<p>To encourage women to invest in and start small business enterprises</p> <p>To offer business counselling, information in concert with I&DC, LCSO and SBCC and business support services in one integrated package to existing and potential women entrepreneurs</p> <p>To extend the incubator services beyond the physical facility and out to the entrepreneurs</p>
Strategies/Tasks/Activities:	<p>Conduct an Outreach Program Needs Assessment</p> <p>Design and implement (if needed) an "Incubator Without Walls" program</p> <p>Continuous operation of the Small Business Incubator at full capacity</p>
Measurement Criteria:	<p>New potential clients are identified and served.</p> <p>"Incubator Without Walls" in operation (if needed)</p> <p>The SmBI operates with all space fully leased year round</p>
Individual Responsible:	Committee Chairperson
Time Line:	<p>Outreach Needs Assessment January 1999</p> <p>"Incubator Without Walls" March 1999</p> <p>SmBI Operation Continuous</p>
Resources Needed:	
Internal:	Increased budget for Outreach Needs Assessment
External:	<p>Funding for "Incubator Without Walls"</p> <p>Technical Assistance (Business Incubator Specialist)</p> <p>Donor Funding for equipment and program upgrades</p> <p>Multi-function (printer/scanner/fax/copier) machine</p> <p>(Business Accounting - Time Sheets - Payroll) software</p>

One

Business and Professional Women Club - Amman Chapter

Program of Work - Business Incubation

Year Two (1999 - 2000)

Business Development Committee

Committee Goal:	Enhance and Expand the functions and delivery capacity of the Small Business Incubator
Objective:	<p>To encourage women to invest in and start small business enterprises</p> <p>To offer business counselling, information in concert with I&DC, LCSO and SBCC and business support services in one integrated package to existing and potential women entrepreneurs</p> <p>To extend the incubator services beyond the physical facility and out to the entrepreneurs</p>
Strategies/Tasks/Activities:	<p>Continue operation (if needed) of “Incubator Without Walls”</p> <p>Continuous operation of the Small Business Incubator at full capacity</p>
Measurement Criteria:	<p>New potential clients are identified and served.</p> <p>“Incubator Without Walls” in operation (if needed)</p> <p>The SmBI operates with all space fully leased year round</p>
Individual Responsible:	Committee Chairperson
Time Line:	<p>“Incubator Without Walls” Continuous</p> <p>Operation Continuous</p>
Resources Needed:	
Internal:	
External:	Funding for “Incubator Without Walls”

One

Business and Professional Women Club - Amman Chapter

Program of Work - Business Incubation

Year Three (2000 - 2001)

Business Development Committee

Committee Goal:	Enhance and Expand the functions and delivery capacity of the Small Business Incubator	
Objective:	To encourage women to invest in and start small business enterprises	
	To offer business counselling, information in concert with I&DC, LCSO and SBCC and business support services in one integrated package to existing and potential women entrepreneurs	
	To extend the incubator services beyond the physical facility and out to the entrepreneurs	
Strategies/Tasks/Activities:	Continue operation (if needed) of “Incubator Without Walls”	
	Design and staff and operate a “Mobile Incubator”	
	Continuous operation of the Small Business Incubator at full capacity	
Measurement Criteria:	New potential clients are identified and served. “Incubator Without Walls” in operation (if needed) Mobile Incubator operational and serving clients The SmBI operates with all space fully leased year round	
Individual Responsible:	Committee Chairperson	
Time Line:	“Incubator Without Walls”	Continuous
	Mobile Incubator	March 2001
	Operation	Continuous
Resources Needed:		
Internal:	Funding for “Incubator Without Walls”	
External:	Funding for Mobile Incubator”	
	Technical Assistance (Business Incubator Specialist)	

One

Business and Professional Women Club - Amman Chapter

Program of Work - Membership Development Year One(1998 - 1999)**Membership Committee**

Committee Goal:	To increase BPWC membership in programmed increments to a point of financial and organizational self reliance.
Objective:	To retain current Members by providing quality services To attract 100 new members
Strategies/Tasks/Activities:	Analyze current Member Retention/Recruitment program Train Board, Staff and volunteers in professional Membership Retention/Recruitment techniques Conduct Annual Membership Retention/Recruitment program
Measurement Criteria:	Net "Dues Paying" Membership = 283
Individual Responsible:	Committee Chairperson
Time Line:	Retention September 1998 - March 1999 Recruitment September 1998 - March 1999
Resources Needed:	
Internal:	Volunteers for Recruitment Drive Increased Membership Recruitment Budget
External:	Technical Assistance (Membership Recruitment Specialist) Technical Training for BPWC Board and Staff

One

Business and Professional Women Club - Amman Chapter

Program of Work - Membership Development Year Two(1999 - 2000)**Membership Committee**

Committee Goal:	To increase BPWC membership in programmed increments to a point of financial and organizational self reliance.
Objective:	To retain current Members by providing quality services To attract 150 new members
Strategies/Tasks/Activities:	Analyze current Member Retention/Recruitment program Train Board and volunteers in professional Membership Retention/Recruitment techniques Conduct Annual Membership Retention/Recruitment program
Measurement Criteria:	Net "Dues Paying" Membership = 433
Individual Responsible:	Committee Chairperson
Time Line:	Retention April 1999 - March 2000 Recruitment April 1999 - March 2000
Resources Needed:	
Internal:	Volunteers for Recruitment Drive Membership Recruitment Budget Training for BPWC Board and Member Volunteers
External:	

One

Business and Professional Women Club - Amman Chapter

Program of Work- Membership Development Year Three (2000 - 2001)**Membership Committee**

Committee Goal:	To increase BPWC membership in programmed increments to a point of financial and organizational self reliance.
Objective:	To retain current Members by providing quality services To attract 250 new members
Strategies/Tasks/Activities:	Analyze current Member Retention/Recruitment program Train Board and volunteers in professional Membership Retention/Recruitment techniques Conduct Annual Membership Retention/Recruitment program
Measurement Criteria:	Net "Dues Paying" Membership = 683
Individual Responsible:	Committee Chairperson
Time Line:	Retention April 2000 - March 2001 Recruitment April 2000 - March 2001
Resources Needed:	
Internal:	Member Volunteers for Recruitment Drive Membership Recruitment Budget Training for BPWC Board and Member Volunteers
External:	

One

Business and Professional Women Club - Amman Chapter

Program of Work - Staff Development **Year One (1998 - 1999)****Human Resource Development Committee**

Committee Goal:	To ensure BPWC Staff and Management are afforded every opportunity to develop into high calibre professional association employees	
Objective:	Adopt a Policy and Procedures Manual, Employee Handbook and Job Descriptions	
	Adopt an Employee Evaluation System and conduct Annual Personnel Appraisals	
	Adopt a Staff Training program	
Strategies/Tasks/Activities:	Write and Implement a Policy and Procedures Manual which includes an Employee Handbook and Job Descriptions	
	Formulate an Employee Evaluation System and conduct Annual Personnel Appraisals with Development Plans	
	Evaluate Staff Training and Development needs and implement scheduled individual and group Training programs	
Measurement Criteria:	Policy and Procedures Manual in use Employment Evaluation System in use and all Employees appraised annually Staff Training Program in effect	
Individual Responsible:	Committee Chairperson	
Time Line:	Policy and Procedures Manual	October 1998
	Employee Evaluation System	November 1988
	Staff Training Program	December 1988
Resources Needed:		
Internal:	Increased Human Resource Development Budget	
External:	Technical Training for BPWC Board and Staff	

One

Business and Professional Women Club - Amman Chapter

Program of Work - Staff Development

Year Two (1999 - 2000)

Human Resource Development Committee

Committee Goal:	To ensure BPWC Staff and Management are afforded every opportunity to develop into high calibre professional association employees	
Objective:	Maintain Policy and Procedures Manual, Employee Handbook and Job Descriptions	
	Maintain Employee Evaluation System and conduct Annual Personnel Appraisals	
	Maintain Staff Training program	
Strategies/Tasks/Activities:	Review current effectiveness of Policy and Procedures Manual	
	Review Employee Evaluation System and conduct Annual Personnel Appraisals with Development Plans	
	Evaluate Staff Training and Development needs and schedule individual and group Training programs	
Measurement Criteria:	Policy and Procedures Manual in use Employment Evaluation System in use and all Employees appraised annually Staff Training Program in effect	
Individual Responsible:	Committee Chairperson	
Time Line:	Policy and Procedures Manual	Continuous
	Employee Evaluation System	Continuous
	Staff Training Program	Continuous
Resources Needed:		
Internal:	Increased Human Resource Development Budget	
External:	Technical Training for BPWC Board and Staff	

One

Business and Professional Women Club - Amman Chapter

Program of Work - Staff Development **Year Three (2000 - 2001)****Human Resource Development Committee**

Committee Goal:	To ensure BPWC Staff and Management are afforded every opportunity to develop into high calibre professional association employees	
Objective:	Maintain Policy and Procedures Manual, Employee Handbook and Job Descriptions	
	Maintain Employee Evaluation System and conduct Annual Personnel Appraisals	
	Maintain Staff Training program	
Strategies/Tasks/Activities:	Review current effectiveness of Policy and Procedures Manual	
	Review Employee Evaluation System and conduct Annual Personnel Appraisals with Development Plans	
	Evaluate Staff Training and Development needs and schedule individual and group Training programs	
Measurement Criteria:	Policy and Procedures Manual in use Employment Evaluation System in use and all Employees appraised annually Staff Training Program in effect	
Individual Responsible:	Committee Chairperson	
Time Line:	Policy and Procedures Manual	Continuous
	Employee Evaluation System	Continuous
	Staff Training Program	Continuous
Resources Needed:		
Internal:	Increased Human Resource Development Budget	
External:	Technical Training for BPWC Board and Staff	

One

Business and Professional Women Club - Amman Chapter

Program of Work - Income Generation **Year One (1998 - 1999)****Finance Committee**

Committee Goal:	To ensure the BPWC is in sound financial condition	
Objective:	Develop New Sources of Non-Dues Revenue	
	Ensure effective Expense Controls are in place	
	Utilize Association Management computer program for overall administration	
Strategies/Tasks/Activities:	Develop Cost-to-Serve figures	
	Implement a Fees-for- Services schedule for Non-Members	
	Identify and implement other Non-Dues revenue generating schemes	
	Negotiate with international partners (donors) for recovery of operational overheads related to project implementation and operation.	
	Identify, prepare and present Project Proposals and Funding Requests to various international Foundations and multi-national corporations	
	Obtain and implement an Off-The-Shelf Association Management computer software system	
Measurement Criteria:	Fees-for-Services scheme in operation Revenue Producing Proposals	
Individual Responsible:	Committee Chairperson	
Time Line:	Fees-for-Services	October 1998
	Revenue Producing Proposals	December 1998
Resources Needed:		
Internal:		
External:	O-T-S Association Management software	

One

Business and Professional Women Club - Amman Chapter

Program of Work - Income Generation **Year Two (19998 - 2000)****Finance Committee**

Committee Goal:	To ensure the BPWC is in sound financial condition	
Objective:	Increase the ratio of Membership Dues in proportion to Total Budget	
	Develop New Sources of Non-Dues Revenue	
	Ensure effective Expense Controls are in place	
	Utilize Association Management computer program for overall administration	
Strategies/Tasks/Activities:	Adjust Membership Dues to at least the minimum Cost Recovery figure	
	Continue Fees-for-Services schedule for Non-Members	
	Continue other Non-Dues revenue generating schemes	
	Negotiate with international partners (donors) for recovery of operational overheads related to project implementation and operation.	
	Identify, prepare and present Project Proposals and Funding Requests to various international Foundations and multi-national corporations	
	Utilize Shelf Association Management computer software system	
Measurement Criteria:	New Dues Schedule for Members in effect	
	Fees-for-Services scheme in operation	
	Revenue Producing Proposals	
Individual Responsible:	Committee Chairperson	
Time Line:	New Dues Schedule	October 1999
	Fees-for-Services	Continuous
	Revenue Producing Proposals	Continuous

Resources Needed: None

Business and Professional Women Club - Amman Chapter

Program of Work - Income Generation **Year Three (2000 - 2001)**

Finance Committee

Committee Goal:	To ensure the BPWC is in sound financial condition	
Objective:	Increase the ratio of Membership Dues in proportion to Total Budget	
	Develop New Sources of Non-Dues Revenue	
	Ensure effective Expense Controls are in place	
	Utilize Association Management computer program for overall administration	
Strategies/Tasks/Activities:	Continue Fees-for-Services schedule for Non-Members	
	Continue other Non-Dues revenue generating schemes	
	Negotiate with international partners (donors) for recovery of operational overheads related to project implementation and operation.	
	Identify, prepare and present Project Proposals and Funding Requests to various international Foundations and multi-national corporations	
	Utilize Shelf Association Management computer software system	
Measurement Criteria:	New Dues Schedule for Members in effect Fees-for-Services scheme in operation Revenue Producing Proposals	
Individual Responsible:	Committee Chairperson	
Time Line:	New Dues Schedule	Continuous
	Fees-for-Services	Continuous
	Revenue Producing Proposals	Continuous
Resources Needed:		

Internal:

External:

Business and Professional Women Club - Amman Chapter

One**Program of Work - Training Unit****Year One (1998 - 1999)****Training Committee**

Committee Goal: To provide a quality Training Program by building on past successes and enhancing future capabilities

Objective: Promote Women self-employment and sustained business growth

Enhance the entrepreneurial orientation of Women in the Society

Improve Management and Marketing Skills of Women in Business

Combat poorness and unemployment among Women

Strategies/Tasks/Activities: Continue the "Start Your Business" training series previously conducted by the Club

Develop and deliver the next higher level of business training needed for new and existing women entrepreneurs

Develop and deliver training which targets new university graduates whom exhibit good business traits

Measurement Criteria: Training Programs developed and delivered
Qualified Trainees selected and trained
Continuous operation of the Training Unit

Individual Responsible: Committee Chairperson

Time Line: Training Continuous

Resources Needed:

Internal: Increased budget (apportioned) for Training Unit

External: Increased budget (apportioned) for Training Unit
Donor Funded Equipment and Supplies
Heavy Duty Copier, toner and paper
Large Screen Video Projection System
Training Materials (Books, supplies, etc.)

Business and Professional Women Club - Amman Chapter

Program of Work - Training Unit**Year Two (1999-2000)**

One**Training Committee**

Committee Goal:	To provide a quality Training Program by building on past successes and enhancing future capabilities	
Objective:	Promote Women self-employment and sustained business growth	
	Enhance the entrepreneurial orientation of Women in the Society	
	Improve Management and Marketing Skills of Women in Business	
	Combat poorness and unemployment among Women	
Strategies/Tasks/Activities:	Continue the “Start Your Business” training series previously conducted by the Club	
	Develop and deliver the next higher level of business training needed for new and existing women entrepreneurs	
	Develop and deliver training which targets new university graduates whom exhibit good business traits	
Measurement Criteria:	Training Programs developed and delivered Qualified Trainees selected and trained Continuous operation of the Training Unit	
Individual Responsible:	Committee Chairperson	
Time Line:	Training	Continuous
Resources Needed:		
Internal:	Increased budget (apportioned) for Training Unit	
External:	Increased budget (apportioned) for Training Unit	

One

Business and Professional Women Club - Amman Chapter

Program of Work - Training Unit**Year Three (2000-2001)****Training Committee**

Committee Goal:	To provide a quality Training Program by building on past successes and enhancing future capabilities	
Objective:	Promote Women self-employment and sustained business growth	
	Enhance the entrepreneurial orientation of Women in the Society	
	Improve Management and Marketing Skills of Women in Business	
	Combat poorness and unemployment among Women	
Strategies/Tasks/Activities:	Continue the "Start Your Business" training series previously conducted by the Club	
	Develop and deliver the next higher level of business training needed for new and existing women entrepreneurs	
	Develop and deliver training which targets new university graduates whom exhibit good business traits	
Measurement Criteria:	Training Programs developed and delivered Qualified Trainees selected and trained Continuous operation of the Training Unit	
Individual Responsible:	Committee Chairperson	
Time Line:	Training	Continuous
Resources Needed:		
Internal:	Increased budget (apportioned) for Training Unit	
External:	Increased budget (apportioned) for Training Unit	

One

Business and Professional Women Club - Amman Chapter

Program of Work - Public Relations**Year One (1998 - 1999)****Public Relations Committee**

Committee Goal:	Improved recognition by Members, prospective members and other External Stakeholders of the BPWC as a legitimate representative on private sector issues, particularly those relating to women.
Objective:	<p>To enhance the publications and support literature promoting BPWC programs and services.</p> <p>To strengthen the Lines of Communications between the BPWC and its Members, prospective members and other External Stakeholders.</p>
Strategies/Tasks/Activities:	<p>Gather together and review all current BPWC publications and support literature and test for continuity (or lack there of)</p> <p>Organize professional PR training for selected BPWC staff</p> <p>Redesign BPWC publications and support literature as needed</p> <p>Print and distribute upgraded BPWC publications and support literature</p> <p>Develop and implement a schedule of regular briefings and updates for BPWC Members and External Stakeholders including the media and Government officials.</p>
Measurement Criteria:	All BPWC publications and support literature are updated and project a common theme reflecting the current Mission, Objectives and Services of the organization.
Individual Responsible:	Committee Chairperson
Time Line:	<p>Training/Technical Assistance September - November 1998</p> <p>Implementation/Delivery December 1998 - March 1999</p>
Resources Needed:	
Internal:	Increased budget (apportioned) for upgraded publications
External:	<p>Increased budget (apportioned) for upgraded publications</p> <p>Technical Assistance (Public Relations Specialist)</p> <p>Technical Training for BPWC PR Staff (PR Specialist)</p> <p>Desktop Publishing Computer Software</p>
Business and Professional Women Club - Amman Chapter	

Program of Work - Public Relations

Year Two (1999 - 2000)

Public Relations Committee

Committee Goal: Improved recognition by Members, prospective members and other External Stakeholders of the BPWC as a legitimate representative on private sector issues, particularly those relating to women.

Objective: To strengthen the Lines of Communications between the BPWC and its Members, prospective members and other External Stakeholders.

To enhance Board and staff PR skills through on-site visits to similar private sector groups in other countries.

Strategies/Tasks/Activities: Develop and implement a schedule of regular briefings and updates for BPWC Members and External Stakeholders including the media and Government officials.

Organize international training mission for selected BPWC Board members and PR staff.

Design and implement enhanced PR program.

Measurement Criteria: BPWC conducts regular briefings for Members and External Stakeholders

Individual Responsible: Committee Chairperson

Time Line:

PR Interventions	April 1999 - March 2000
Overseas visits	June 1999

Resources Needed:

Internal:	Increased budget (apportioned) for briefings/travel
External:	Increased budget (apportioned) for briefings/travel
	Technical Assistance (international organizations)

One

Business and Professional Women Club - Amman Chapter

Program of Work - Public Relations**Year Three (2000-2001)****Public Relations Committee**

Committee Goal: Improved recognition by Members, prospective members and other External Stakeholders of the BPWC as a legitimate representative on private sector issues, particularly those relating to women.

Objective: To strengthen the Lines of Communications between the BPWC and its Members, prospective members and other External Stakeholders.

To rehone staff PR skills through continuing education.

Strategies/Tasks/Activities: Develop and implement a schedule of regular briefings and updates for BPWC Members and External Stakeholders including the media and Government officials.

Organize local training modules of PR training for BPWC staff

Design and implement enhanced PR program.

Measurement Criteria: BPWC conducts regular briefings for Members and External Stakeholders

Individual Responsible: Committee Chairperson

Time Line:

PR Interventions	April 2000 - March 2001
Local Training	June 2000

Resources Needed:

Internal: Increased budget for PR training

External: Continuing Education Opportunity (Local Training Centers)

One

Business and Professional Women Club - Amman Chapter

Program of Work - Public Policy Advocacy **Year One (1998 - 1999)****Advocacy Committee**

Committee Goal:	Recognition by Members, prospective members and other External Stakeholders of the BPWC as a legitimate representative on private sector issues, particularly those relating to women.	
Objective:	<p>To represent to External Stakeholders, BPWC positions on relevant private sector issues considered important by its Membership</p> <p>To form pro-active coalitions with other private sector associations for constructive dialogue with Government</p>	
Strategies/Tasks/Activities:	<p>Utilizing the expertise of the Board Members and the services of Policy Advocacy Specialist develop an in-house Issues Management program.</p> <p>Train several staff, Board Members and Member volunteers as Policy Advocates (BPWC Issues spokespersons)</p> <p>Develop consensus approval from private sector associations for the Position Paper circulated by the BPWC (see Public Policy Analysis PoW).</p> <p>Present "Position Paper" to Cabinet or other Government officials and elected leaders for comment and consideration</p> <p>Follow-up and report progress to the Membership</p> <p>Participate in and contribute to the AMIR Program sponsored Public Policy Awareness Seminars</p>	
Measurement Criteria:	<p>Government accepts private sector position on issue(s) presented</p> <p>Policy Awareness Seminar Participation</p>	
Individual Responsible:	Committee Chairperson	
Time Line:	Technical Assistance	December 1998 - January 1999
	Advocacy Training	December 1998 - January 1999
	Presentation/Response	April 1999 - June 1999
	Policy Awareness Seminars	October 1998
Business and Professional Women Club - Amman Chapter		

Program of Work -Public Policy Advocacy Year One (1998 - 1999)

Advocacy Committee

Continued

Resources Needed:

Internal: Increased budget (apportioned) for Policy Advocacy

External: Increased budget (apportioned) for Policy Advocacy

Technical Assistance (Policy Advocacy Specialist)

One

Business and Professional Women Club - Amman Chapter

Program of Work - Public Policy Advocacy **Year Two (1999 - 2000)****Advocacy Committee**

Committee Goal:	Recognition by Members, prospective members and other External Stakeholders of the BPWC as a legitimate representative on private sector issues, particularly those relating to women.
Objective:	<p>To represent to External Stakeholders, BPWC positions on relevant private sector issues considered important by its Membership</p> <p>To form pro-active coalitions with other private sector associations for constructive dialogue with Government</p>
Strategies/Tasks/Activities:	<p>Develop consensus approval from private sector associations for the Position Papers circulated by the BPWC see Public Policy Analysis PoW).</p> <p>Present "Position Papers" to Cabinet or other Government officials and elected leaders for comment and consideration</p> <p>Follow-up and report progress to the Membership</p> <p>Participate in and contribute to the AMIR Program sponsored Public Policy Reform Awareness Seminars and Public-Private Forums</p>
Measurement Criteria:	<p>Government accepts private sector position on issues presented</p> <p>Policy Seminar and Forum Participation</p>
Individual Responsible:	Committee Chairperson
Time Line:	<p>Presentation/Response November 1999 - January 2000</p> <p>Public Policy Seminars/Forums April and August 1999</p>
Resources Needed:	
Internal:	Increased budget (apportioned) for Policy Advocacy
External:	Increased budget (apportioned) for Policy Advocacy

One

Business and Professional Women Club - Amman Chapter

Program of Work - Public Policy Advocacy **Year Three (2000-2001)****Advocacy Committee**

Committee Goal:	Recognition by Members, prospective members and other External Stakeholders of the BPWC as a legitimate representative on private sector issues, particularly those relating to women.	
Objective:	<p>To represent to External Stakeholders, BPWC positions on relevant private sector issues considered important by its Membership</p> <p>To form pro-active coalitions with other private sector associations for constructive dialogue with Government</p>	
Strategies/Tasks/Activities:	<p>Develop consensus approval from private sector associations for the Position Papers circulated by the BPWC (see Public Policy Analysis PoW).</p> <p>Present "Position Papers" to Cabinet or other Government officials and elected leaders for comment and consideration</p> <p>Follow-up and report progress to the Membership</p> <p>Participate in and contribute to the AMIR Program sponsored Public Policy Reform Awareness Seminars and Public-Private Forums</p>	
Measurement Criteria:	<p>Government accepts private sector position on issues presented</p> <p>Policy Seminar and Forum participation</p>	
Individual Responsible:	Committee Chairperson	
Time Line:	Presentation/Response	November 2000 - January 2001
	Policy Seminars and Forums	February - March 2001
Resources Needed:		
Internal:	Increased budget (apportioned) for issues management	
External:	Increased budget (apportioned) for issues management	

ATION SCHEDULE

BPWC THREE YEAR STRATEGIC PLAN

ACTIVITY	1998				1999				2000											
	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
Develop Budget for Strategic Plan	*																			
Revise By-Laws				*																
Reorganize Committee Structure	*																			
Improve Dues Structure												*								
Approves Strategic Plan. Revised By-Laws	*																			
Reviews Strategic Plan Progress											*							*		
Develops New 3rd Rolling Yr. PoW											*							*		
Membership Approves Strategic Plan	*										*							*		
Quality of Service Survey					*															
Outreach Study											*									
Operations	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Conduct Women's Constraints Study					*	*														
Operations	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Establish New Data center																		*	*	*
Quality of Service Survey		*	*																	
Outreach Needs Assessment									*	*										
Operations	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Institute Outreach Program									*	*	*	*	*	*	*	*	*	*	*	*
Join BI Alliance	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Microfinance Expert Training - Retraining					*	*								*	*					

ATTACHMENT SCHEDULE

BPWC THREE YEAR STRATEGIC PLAN

on Strategic Planning - BPWC

ACTIVITY	1998				1999				2000												
	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	
utreach Needs Assessment						*	*														
ubator Technical Assistance						*	*	*											*	*	*
ubator Without Walls Program							*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
obile Incubator																			*	*	
operations	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
chnical Assistance (Recr/Retn)						*	*	*													
recruitment and Retention	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
nnual Membership Drive							*	*	*										*	*	*
olicy and Procedures Manual						*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
aff Evaluation System							*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
aff Training						*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
evamp Dues Structure and implement													*	*	*	*	*	*	*	*	*
velop Fee-for-Services & Implement						*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
velop Revenue Producing Proposals	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
chnical Assistance	*	*	*	*	*	*	*														
plementation and Delivery						*	*	*	*	*	*										
erventions	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
erseas Training										*	*	*									
ontinuing Education																			*	*	*

ATION SCHEDULE

BPWC THREE YEAR STRATEGIC PLAN

One**BPWC Strategic Plan****Program Objectives and Checkpoints****YEAR ONE 1998 - 1999**

LCSO	90% Client Satisfaction Continuous Operations
I&DC	90% Client Satisfaction "Women Constraints" Study completed Continuous Operation
SBCC	90% Client Satisfaction Continuous Operation
SmBI	Needs Assessment Completed "Incubator Without Walls" established Continuous Operation
MEMBERSHIP	100 New Members Recruited 283 Total Members
HUMAN RESOURCES	Policy and Procedures Manual written and in effect Employee Evaluation System designed and in effect Staff Training program designed and in effect
FINANCE	New Dues Schedule developed and in effect Fees-for-Services designed and in effect Revenue Producing Proposals written and submitted
PUBLIC RELATIONS	All BPWC literature updated Briefings for Members and External Stakeholders
TRAINING UNIT	Continuous Design, Delivery and Operation
ADVOCACY	One Policy Issue Identified and Analyzed One Policy Position Paper Prepared BPWC Advocates identified and Trained Alliance formed with UJRC and in effect Multi-Association coalitions established One Public Policy Issue Presented and Accepted

CHECKPOINT DATE: February 1999

BPWC Strategic Plan Program Objectives and Checkpoints

YEAR TWO 1999 - 2000

LCSO	90% Client Satisfaction Continuous Operations
I&DC	90% Client Satisfaction Continuous Operation
SBCC	90% Client Satisfaction Outreach Program established and functioning Microfinance Expert Training completed Continuous Operation
SmBI	Needs Assessment Completed “Incubator Without Walls” functioning SmBI fully leased out Continuous Operation
MEMBERSHIP	150 New Members Recruited 433 Total Members
HUMAN RESOURCES	Policy and Procedures Manual in effect Employee Evaluation System in effect Staff Training program in effect
TRAINING UNIT	Continuous Design, Delivery and Operation
FINANCE	New Dues Schedule in effect Fees-for-Services in effect Revenue Producing Proposals written and submitted
PUBLIC RELATIONS	Briefings for Members and External Stakeholders
ADVOCACY	Two Policy Issues Identified and Analyzed Two Policy Position Papers Prepared Alliance with UJRC remains in effect Multi-Association coalitions maintained Two Public Policy Issues Presented and Accepted

CHECKPOINT DATE: February 2000

BPWC Strategic Plan Program Objectives and Checkpoints

YEAR THREE 2000 - 2001

LCSO	90% Client Satisfaction Continuous Operations
I&DC	90% Client Satisfaction New Data Center established Continuous Operation
SBCC	90% Client Satisfaction Outreach Program functioning Microfinance Expert Re-Training completed Continuous Operation
SmBI	Needs Assessment Completed “Incubator Without Walls” functioning SmBI fully leased out Mobile Incubator operational and serving clients Continuous Operation
MEMBERSHIP	250 New Members Recruited 683 Total Members
HUMAN RESOURCES	Policy and Procedures Manual in effect Employee Evaluation System in effect Staff Training program in effect
TRAINING	Continuous Design, Delivery and Operation
FINANCE	New Dues Schedule in effect Fees-for-Services in effect Revenue Producing Proposals written and submitted
PUBLIC RELATIONS	Briefings for Members and External Stakeholders
ADVOCACY	Two Policy Issues Identified and Analyzed Two Policy Position Papers Prepared Alliance with UJRC remains in effect Multi-Association coalitions maintained Two Public Policy Issues Presented and Accepted

CHECKPOINT DATE: February 2001

Budget

Following development and approval of this strategic plan by the Board of Directors of the BPWC, the AMIR Program's Business Association Initiative Component Leader, Dr. Zaki Ayoubi will assist the Treasurer and the Executive Director "cost out" the various activities included in the three year program. Each activity should be separately rated so as to allow for the specific funding requirements to be included with individual project proposal requests for assistance. These proposals may be submitted to the AMIR Program as well as other international partners (donors), multi-national corporations which have a presence in Jordan and various international foundations whose Missions are complementary to those of BPWC. During the development of the budget it will be important to extract a "program administration" component which will be presented as a percentage of "overheads". This so-called "loaded rate" will allocate project funds into the BPWC to offset the additional internal expenses generated by the organization in support of the specific program being managed.

During the budget process the following issues may also need to be revisited:

- A. Basic Dues Structure
- B. Fees for Services
- C. Non-Dues Income
- D. Donor Relations

Draft Proposal Comments

Note: The written comments received from the BPWC Board Members, staff and management of the AMIR Program team including Chemonics and CIPE as well as USAID officials will be included here in the final document. In so far as practicable the recommendations suggested by these comments will be incorporated into the Final Report.

Note: No Suggested Amendments were received from AMIR Project Staff, Chemonics, USAID or CIPE.

Note: All Comments and Amendments (see attachment) requested by the BPWC were incorporated into this final document.

**Access to Microfinance & Improved Implementation of Policy Reform
(AMIR Program)**

Funded By U.S. Agency for International Development

Business Associations Strategic Planning

TECHNICAL REPORT
APPENDIX TWO

Strategic Plan for the Amman World Trade Center

**Deliverable for BAI Component – Year 1 Milestone # 7
Contract No. 278-C-00-98-00029-00**

August 1998

Preface

This Business Association Strategic Plan was prepared by association consultant Robert L. Ash for the Center for International Private Enterprise (CIPE) under the direction of the Deputy Director of CIPE, Keith Miceli. The report was completed only with the cooperation and coordination of Dr. Zaki Ayoubi, the BAI Component Leader for the AMIR Program managed by Chemonics International, Inc. and with the able assistance of Ra'ed A. Bilbessi General Manager of the Amman World Trade Center. Much of the technical detail presented herein was collected by Larry Milner, association consultant for CIPE, during a diagnostic study performed prior to the start of this consultancy.

The structure and content reflected within this document has been specifically designed for the AWTC. The author, in addition to drawing on his own extensive international experience in enterprise development, utilized some aspects of *Developing a Program of Work , An Overview for Chambers of Commerce*, a publication of the Office of Chamber of Commerce Relations in the U.S. Chamber of Commerce, copyright 1991 and CIPE's training module, *Strategic Planning and Programs of Work (SPP)*, copyright 1995, in development of this report.

Special appreciation is extended to the Board Members of the Amman World Trade Center, in particular the company's Chairman - Mohammed Asfour and fellow Board Member Laith Al-Qasem. Without their support and active participation, this strategic plan could not have been completed.

This report was prepared by the Center for International Private Enterprise under Contract # 9804001-208-02C as a subcontractor to Chemonics International, Inc., Prime contractor to U.S. Agency for International Development for the AMIR Program in Jordan.

Abbreviations and Terminology

AGM	Annual General Meeting of Shareholders
AMIR	Access to Microfinance & Improved Implementation of Policy Reform
AWTC	Amman World Trade Center
BA	Business Association
BAI	Business Association Initiative
CHEMONICS	Chemonics International, Inc. (Washington, D.C.) Prime Contractor to USAID for AMIR Program
CIPE	Center for International Private Enterprise (Washington, D.C.) AMIR Program Subcontractor to Chemonics
MS	Milestone Number for Chemonics Business Associations Initiative Component
PoW	Program of Work
SGM	Special (or extraordinary) General Meeting of Shareholders
UJRC	Al-Urdum Al-Jaid Research Center
USAID	United States Agency for International Development
WTC	World Trade Center (concept and New York City)

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PRE-PLANNING ACTIVITIES

Background Review

The Amman World Trade Center was incorporated in 1990 as a for-profit shareholder company. USAID in that year assisted the company obtain its WTC logo and franchise license from the World Trade Center, New York City, NY USA.

From its inception and continuing even today the AWTC has had a #1 Priority - putting its logo on the marquee on a unique multi-use structure in Amman. The company has worked with several interested investment groups over the past eight years to develop a “special” building but for a variety of reasons that goal has not as yet been achieved.

The Shareholders, Board Members and staff of the AWTC have not been idly standing by during this prolonged period of construction inactivity. Working within the concepts of the international WTC body, the AWTC has developed a solid base of corporate and regular Members who continually utilize the company’s benefits and services. Additionally, the AWTC has worked with other WTC’s among the over 300 business centers throughout the world to meet the needs of visiting foreign WTC Members desiring to pursue business and commercial opportunities in Jordan.

Diagnostic Summary

Note: The following data was extracted from the USAID-funded, AMIR Program-sponsored diagnostic study (BAI Component - Year 1 - MS #5) performed for the AWTC by Larry Milner and Dr. Zaki Ayoubi in July, 1998. This author has taken the liberty of modifying somewhat the interpretation of the findings of that study. A copy of the full diagnostic report has been provided to USAID, the AMIR Program Team and to the AWTC.

SUMMARY SHEET

	<u>Score</u>
Criteria 1: Mission and Objectives (possible points 100)	90
Criteria 2: Governing Body, Officers and Directors (100)	78
Criteria 3: Organizational Structure and Documents (150)	38
Criteria 4: Programs, Services and Activities (60)	40
Criteria 5: Association Staff (110)	98
Criteria 6: Financial Planning and Reporting (130)	110
Criteria 7: Membership Development and Retention (100)	60
Criteria 8: Communications (130)	95
Criteria 9: Government Affairs (80)	0
Criteria 10: Information Management (50)	<u>35</u>
TOTAL CRITERIA POINTS (TOTAL POSSIBLE 1000)	SCORE: 645

On its face this result indicates the AWTC has between 60% and 70% of the essential ingredients necessary for success when compared to the illustrative international association model. This is a relatively high scoring for the AWTC. However one must assess the detailed findings before making specific subjective recommendations.

In its top three scoring criteria (by percentile), Mission and Objectives, Association Staff and Financial Planning and Reporting, the AWTC is doing a commendable job. There are however several points that could be reinforced. The Mission Statement needs to be a bit more concisely phrased and much prominently displayed in all AWTC literature and on the office walls at the AWTC and its Members in the form of framed certificates.

The Staff Personnel and Procedures Manual needs to be updated and inclusive of more basic information. The staff of the AWTC may need to be augmented by the addition of a Public Relations professional and a Issues Management (public policy analysis and advocacy) professional. These could be either full or part-time positions depending on the needs of the company.

In the area of financial management two decisions need to be taken up by the AWTC Board of Directors. The first is adopting a more flexible dues structure and method for changing dues as needed by the company. The second issue is one of maintaining an x month cover in reserve. Today the AWTC is operating month to month without any financial safety net. Such a reserve would reduce current unnecessary day-to-day financial pressure.

The next three highest scoring (by percentile) criteria will require somewhat more effort on the part of the AWTC Board of Director and the Professional Staff even though these criteria are well within acceptable guidelines. The Board of Directors needs to consider expanding Board representation and ensuring that there is a cross sectoral spread on the new Board. IF it is not possible to elect additional members from the current Shareholders consideration should be given to electing outside Directors who are AWTC Members but not current Shareholders. The specific needs of the Board should be addressed if outside Directors with special skills or knowledge are to be included on the AWTC Board. The Board of Directors needs to consider establishing an Executive Committee which would meet monthly and special Sub-Committees as needed. The main Board could then reduce its scheduled meetings to quarterly.

The AWTC currently utilizes a new and quite well laid out electronic Newsletter however consideration should be given to producing a monthly or quarterly hardcopy AWTC Newsletter. Also in the area of communications the Board of Directors needs to develop a crisis management scheme who maps out the methods for controlling damage caused by issues of importance that always appear at this must inopportune times

Finally at this scoring plateau the current inventory of capital equipment needs to be simply updated.

At the next lower level changes need to be designed and implemented in the following areas. In Programs and Services the AWTC has a good short term work program however its lacks any long range program whatsoever. Even in the current program there needs to be more accountability. Also the Annual Report needs to be totally reworked and designed to be used as a future marketing tool for potential Member recruitment. A Board Policy Manual and a separate Administrative Manual need to be developed and implemented.

Membership Development is the second category at this level of need that requires considerable rehabilitation. New and existing AWTC Members need to be more involved in AWTC activities. Members should be appointed to special Sub-

committees. Members should receive recognition awards for their voluntary

contributions of time and effort to the company.

There is a fairly large as yet untapped pool of potential Members in Amman. Current AWTC Board Members need to be made a part of the recruitment and retention scheme thus supplementing the efforts of the commission paid Staff recruiter(s).

The final two criteria scored the lowest by a wide margin. The first, deals with Organizational structure and the second with Public Policy Advocacy. The former can be brought up to standard by simply implementing a comprehensive special committee program. The latter has not to this point been considered by the AWTC to be within its Mission or Objectives.

Most of these elements can be implemented at little or no significant expense to the AWTC. Such action would place the company in the top 15% of similar organizations.

Note: The following data was extracted from the USAID-funded, AMIR Program-sponsored Business Associations Membership Survey (BAI Component - Year 1 - MS #3) conducted for the AWTC by CDG/Al-Jidara joint venture in May, 1998. This author has taken the liberty of modifying somewhat the interpretation of the findings of that survey. A copy of the full survey has been provided to USAID, the AMIR Program Team and to the AWTC.

AWTC Most Valued Services **(Ranked By Priority)**

Information

Newsletters, bulletins, reports, member directory
Information concerning economic, legal, market, legislative matters
Special Research Reports
Technology Information

Business Development

Market leads

Training

Representation

Representation for business before municipal and local depts.

Information and Business Development are considered very valuable services by AWTC Members. Apparently the AWTC is providing services Members need and appreciate. These services are among the core competencies of the company and each service ensures fulfilment of the AWTC Mission.

In each subcomponent however there is some discrepancy and areas that may need additional attention. It is quite obvious from their lack of responses some Members

do not even recognize the AWTC is not providing certain basic services that might be useful to Members.

AWTC Members indicate they value the provision of general business information to be quite important. Currently the AWTC is providing most of this information via the Internet on its multi-frame web page. The AWTC may be the only Jordanian organization currently utilizing this up-to-date communications tool which puts it in a vanguard communications position. The AWTC augments Member information through the provision and maintenance of a office reference library which is accessible to Members during regular business hours.

Thus far we have only covered a small portion of the information delivery system currently in place within the AWTC. The AWTC can also conduct interactive dialogue with any of the other WTCs worldwide. These other WTCs can perform specific research for AWTC Members, match business opportunities for visiting AWTC Members and generally provide a complete business support function for any AWTC Member visiting within their sphere of influence. The AWTC performs like functions for Members of other WTCs whenever a similar incoming inquiry is received.

Business Development within the context of the AWTC Mission is one of matchmaking. It is the goal of the AWTC to ensure its own Members are provided with quality leads whenever they are attempting to develop business opportunities in other countries which have a WTC presence. Similarly members of other WTCs desiring to form new business alliances in Jordan through the WTC system may be assured the AWTC will make every effort to provide equally qualified leads as well as provide a complete range of business support services.

The AWTC regularly sponsors a seminars and training opportunities on a wide range of business related subjects for its Members and other professionals in Jordan. This activity provides a source of non-dues revenue for the company and another opportunity for AWTC Members to further development their business acumen.

At this point AWTC representation before government bodies has been limited to enquires and introductions. Public policy analysis and advocacy have not as yet been part of the company activities.

Report of Findings

PRELIMINARY

Note: The AMIR Program Team developed and distributed the following “Food for Thought” memo for use by the participants in the AWTC strategic planning session. These potentially actionable items were developed during the diagnostic study, in the member survey and in face-to-face meetings with the AWTC Board members and staff. They are not nor were they intended to be comprehensive in nature. These notes were simply to be utilized as memory joggers and dialogue stimulators.

Food for Thought

The AMIR Project Team would like to bring to the attention of the Chairman and the Board of Directors of the Amman World Trade Center (AWTC) the following **Findings** which have been identified as potential **Action Items** for consideration by the AWTC during the Strategic Planning process which commences this week.

Mr. Larry Milner has completed a diagnostic study of the AWTC which will soon be formally presented to the AWTC Board in its final form. Preliminary results of this study indicate the AWTC scored a very commendable total criteria score when compared to similar enterprises throughout the world. This is especially important as the AWTC has been operating for a relatively short time.

Even with such results however there is always room for improvement and consequently relevant items that require review and reinforcement.

FINDING - ONE

The AWTC Board needs to establish a “break-even” annual dues policy.

Action Items

The Board needs to consider establishing a dues structure that more realistically covers the basic costs for maintaining the AWTC, employing its staff and serving the Members. An analysis should be performed that establishes the fixed operational expenses. This figure should then be divided by the actual number of dues paying Members. If the result is too high then the Board must consider several solutions:

A. A core group of Sustaining Members subsidize the basic operational costs thus allowing Regular Members a “market rate” dues structure which they will interpret as a reasonable investment.

B. The possibility of increasing the membership to a point where the break-even equation reflects a “market rate” dues figure. This would need to be accomplished by maximizing the utilization of current resources (offices, equipment, staff, etc.)

C. Evaluating current expenses and putting in place expense controls which do not adversely affect the ability of the company to deliver basic quality services to the Members.

Once the actual cost-of-service per Member is established, future Membership rates should be based on this figure. Regular reviews should be made to ensure this c-o-s figure remains reflective of current realities. Annual dues should not be increased every year as this can cause Members enough irritation to make them simply resign. However allowances will need to be made whenever there is a significant change to the number or type of services provided to the Membership. In the alternative, Members whose demands exceed a preset basic package should be charged for “in excess” services provided.

FINDING - TWO

The Board of the AWTC appears to be somewhat small and lacking in cross sectional representation relative to the general Membership.

Action Items

The AWTC Board needs to be expanded and reflect a wider spectrum of the Membership. The Board should limit its activities to those involving Policy, Strategy and Fiscal Control. The Board should consider meeting Quarterly plus the Annual General Meeting. An Executive Committee consisting of the Chairman, Secretary, Treasurer and the Managing Director needs to be established. The EC would meet monthly to handle issues related to finances, staffing, etc.. Members of the newly expanded Board could be assigned to various Standing Committees which need to handle specific areas of interest. These might include but not be limited to Member Relations (Recruitment/ Retention/Services), Issues Management (Public Policy Analysis and Policy Advocacy), Communications (Public Relations, Internal and External communications) and New Building (project oversight. The Standing Committees would meet as required and report to the Board quarterly. The professional staff of the AWTC should be allowed to manage the day-to-day operation.

FINDING - THREE

AWTC needs to increase its dues paying membership.

Action Items

Given the concentration of business in Amman and the currently increasing levels of international trade being enjoyed by Jordanian enterprises there is ample opportunity to dramatically increase the membership base of the company with a professionally designed and managed recruitment effort.

FINDING - FOUR

AWTC's Public Relations/Communications tools need to be re-evaluated.

Action Items

The AWTC has made admirable progress in the development of its Internet web site however one should not rely too heavily on a single element for Member relations and prospective member recruitment.

The AWTC staff needs to utilize readily available desktop publishing programs to transform all of its published materials into more “Member Friendly” marketing devices.

Members and potential members should regularly be able to see themselves and others in similar circumstances receiving recurring benefits and a return on investment in the AWTC.

FINDING - FIVE

AWTC does not have a written long range plan.

Action Items

Currently the AWTC is operating year-to-year on a short range program. The content reflects current performance and this year’s projected activities however it seems to lack any long range vision. The Board of the AWTC needs to develop at least a three year strategic plan.

FINDING - SIX

AWTC needs to initiate a public policy advocacy program.

Action Items

The AWTC Board needs to initiate a pro-active advocacy program which addresses those public policy issues affecting the entire private sector. Particular interest should be paid to international trade and investment opportunities which are among the core competencies of this enterprise.

During the brain storming sessions which will be conducted this week the following items related to the planning process may be discussed. Your valued input is important to the success of this exercise and to the development of a meaningful long range Strategic Plan for the AWTC.

Today’s Realities - Tomorrow’s Opportunities

Mission Statement	Organizational Objectives
Program of Work	Priorities
Activities	Pitfalls
Core Competencies	Organizational Structure
Staffing	Member Services
Income Generation	Expense Control
Member Recruitment - Retention	Public Policy Analysis
Public Policy Advocacy	Staff Development
Board Development - Role/Responsibility	Public Relations
Financial Controls	Issues Management
Virtual Building Concept	Physical Building Program

SUPPLEMENTARY

Note: Following on the completion of the brainstorming meeting, Mr. Ash, with the General Manager, Ra'ed Bilbessi and Dr. Ayoubi, developed from that dialogue and several documents that had been translated from Arabic to English, additional areas of attention that may need to be addressed by the AWTC.

Further Company Issues to be Addressed

The AWTC's agreement with the Jordanian investment group (also owners of the Philadelphia Hotel (Radisson SAS - Amman) which is to construct the landmark WTC building adjacent to the hotel has been conveyed too many extensions. The AWTC needs to consider alternative investors and locations.

There is currently under construction in Amman a 37 story multi-use building which will complete with the current AWTC design as Amman's Landmark building.

The AWTC may want to approach local banks to form an investment consortium to build the AWTC building.

The current glut of existing and under construction office space in Amman may narrow the AWTC's window of opportunity for pre-selling and maximizing occupancy in any building it undertakes to construct and/or manage.

The AWTC must construct or place its name and logo on a building very soon or the WTC headquarters in New York may at some time in future deny future licensing.

Consideration should be given to dropping the initiation fee (JD150) for Corporate Members or at least lowering this fee to a figure equal to the cost of processing a new application (probably JD20 or less)

The AWTC needs to takeover the hotel's Business Service Center and integrate its services with those offered by the company.

Currently none of the other Private Sector organizations such as the Amman Chamber of Commerce, the Chamber of Industry, the Federation of Chambers, etc., have been able or willing to form a coalition of equals to present a united Private Sector front to its External Stakeholders. Each of the organizations and its leadership want all the potential glory for themselves and are not willing to share the stage. As long as this continues the Public Sector will never need to respond to the Private Sector because it would never know to whom it should listen and respond. The AWTC needs to consider taking the lead position in sponsoring regular Public/Private Sector Forums to discuss Public Policy issues. As an independent entity the company may be more successful in bringing the Private Sector together to speak in one harmonious voice with the Public Sector.

While the AWTC is awaiting construction and occupancy of its new facility, the company should consider development of a Landmark Internet site, The Virtual AWTC Building. AWTC members would be able to lease virtual floorspace in the site by developing a web presence for their products and services. Potential business partners and buyers throughout the world would be able to "walk through" members floorspace, view products and technical specifications then actually consummate purchases and business-to-business deals while on-line.

The AWTC needs to contract with a cadre of qualified outside researchers and consultants to perform as needed one-off analysis and market research for AWTC Members and visiting WTC Members from other countries.

WORKSHOP REPORT

Business Association Strategic Planning AMIR Program BAI Component Year 1 Milestone #7

DATE CONVENED: Sunday August 2, 1998

ORGANIZATION: Amman World Trade Center Company for Trade Development, llc

VENUE: Executive Offices of AWTC Chairman

TIME: 0900 - 1230 hrs.

PARTICIPANTS: Mohammed Asfour, AWTC Chairman
Laith Al-Qasem, Board Member
Dr. Zaki Ayoubi, Board Member and AMIR BAI Component Leader
Ra'ed A. Bilbessi, AWTC General Manager
Robert Ash, Association Planning Specialist

Note: Three other Board Members were unable to attend.

The participants actively contributed to continuing dialogue during the entire meeting.

The following agenda was loosely followed in an informal brainstorming atmosphere.

Introduction of Program by Dr. Ayoubi
Overview of expectations by Robert Ash

Overview of Workshop Dialogue

Introductions all around.

Dr. Zaki Ayoubi opened the session by indicating to the participants they should take this opportunity to develop a comprehensive Strategic Plan which in addition to being used as a guide for the Board could be further used as an effective marketing tool for member recruitment.

Mr. Ash indicated to the group that in his opinion, based on the diagnostic study just completed by Larry Milner, CIPE Association Specialist, the AWTC did not have a long range plan in place.

The group confirmed at most it usually operated each year on a One Year or Current Year program.

The following notes highlight the essence of the dialogue between the participants in this abbreviated session.

USAID helped initiate the AWTC in 1988 as another way to promote Private Sector

development in Jordan and expansion of Jordanian trade opportunities in the global marketplace. The process conveyed all of the classical expectations, ie: “Teach a Man How to Fish” and he will never go hungry.

The Private Sector needs to take a pro-active role as Advocates for Change.

Where’s the Profit for AWTC?

Jordan has traditionally been a Merchant (trader) based economy. This role is diminishing and the manufacturing/services sector is supplanting it.

In the New World Order the Masters of Information collection and dissemination will be in a dominate position.

Education of business persons is essential to success.

The AWTC needs to sponsor Expert lead seminars and charge fees for this service.

AWTC’s need is to identify currently unserved niche markets it can fill and introduce new ideas to the Jordanian business scene.

Jordan’s economy is very moody. It historically follows a sine-wave pattern of peaks and valleys effected by local and regional social, political and religious issues.

Private Sector associations are pressured by the Public Sector not to be active. There is a definite “Don’t Rock the Boat” syndrome.

The impact of the Private Sector has been marginalized.

A united Private Sector must set its Priorities and present these to Government along with potential solutions.

The AWTC needs to increase its dues and non-dues revenue.

AWTC Members are becoming frustrated by a lack of progress by the company.

The AWTC building is needed NOW!

The Public Sector is blinded to the need for the Private Sector to keep up with constantly changing markets and technology.

Is the concept of a landmark WTC building still valid? Will it be in 20 years?

Has a Virtual WTC building been considered?

Such an idea would need to be approved by WTC Headquarters in New York. Like any bureaucracy they may not readily accept such an idea.

Each individual WTC contributes funds annually to a Capital Improvement Fund

The AWTC would not just manage the AWTC facility but receive commissions for floorspace sales and rentals as well as a percentage of the building management fees. Also the AWTC will sponsor and facilitate lectures, seminars, exhibits and trade fairs.

The AWTC is planning to introduce the WTC Trade Card (electronic transfer facility) to its Members.

The location and design of the AWTC must meet the minimum specifications of the WTC headquarters. Ie: 10,000 m² of office space, near business district, banks, restaurants, etc..

The current investment group is anticipating starting construction of the AWTC facility within 18 months.

The AWTC needs to charge reasonable fees for its services.

Currently the Private Sector is reactive to issues affecting the business climate and even at its best is presenting a disjointed position. The Private Sector needs to be professional, united and pro-active.

The Political Leaders and Government Bureaucrats need to be educated to the needs of the Private Sector. They need to open their eyes to the world beyond their offices and the boundaries of the country.

The Chambers of Commerce and similar groups are themselves quite bureaucratic in nature as many are nothing more than para-statal extensions of government.

The AWTC needs to attract educated sophisticated business leaders as a core Members.

The AWTC Board is currently drawn from the pool of 25 Shareholders. The Board needs to be expanded and include outside Directors.

An old Arabic saying “A Quiet Man Cannot Be Heard”

The AWTC needs to create interest by the business community in current business issues. It needs to establish long term relationships with Government leaders. It needs to present position papers to the Economic Committee in Parliament.

The Government will make every effort to thwart licensing for any advocacy group it determines may try to undermine its perceived position.

Public and Private Sector Education is the key to productive and progressive change.

The AWTC needs to form an alliance with the International Chamber of Commerce.

In the past the formation of a Public/Private Sector “Think-Tank” did not work. The Public Sector feared for its jobs.

There is a need for venture capital in Jordan but only after the business climate is stabilized and conducive to “profit making”.

At the conclusion of the session the Chairman requested Mr. Ash and Mr. Bilbessi to get their heads together to fill in the details needed to accomplish the development of the actual strategies which should be undertaken by the AWTC.

The results of their efforts are reflected in the following sections.

PLAN DEVELOPMENT

MISSION

MISSION STATEMENT

“The Mission of the Amman World Trade Center is to identify for its Members international business opportunities which result in business development and expansion while ensuring simultaneously for its Shareholders a fair rate of return on their investment.”

Prior to this strategic planning exercise the AWTCs Mission Statement mirrored that of the international organization.

In all likelihood the By-Laws may need to be modified and approved by the Membership and the Shareholders at a Special General Meeting to accommodate the affirmation of a new Mission Statement.

OBJECTIVES

The Objectives of the Amman World Trade Center are:

To Build and Manage the landmark Amman World Trade Center multi-use facility

To Develop New International Trade Opportunities for Members

To Provide Spontaneous Information for Members seeking to enter into foreign markets and expansion of their international trade opportunities

To Offer Members a wide range of services which enhance their opportunity for expanded international trade

To Coordinate business development activities with other WTCs worldwide in support of all WTC Members

To Host on behalf of Members visiting commercial delegations seeking to develop business relationships with Jordanian enterprises

To Sponsor relevant Training Courses, Seminars, Exhibitions and Trade Fairs on behalf of the Members

To Provide a strong voice representing the Members and the Jordanian Private Sector on issues related to doing business in Jordan

To identify, offer solutions for and seek positive resolution to, issues impeding business development in Jordan

To Promote dialogue, networking and business-to-business opportunities between Members.

To Form affiliations and cooperate with other organizations which complement and support the goals and objectives of the AWTC

Prior to this strategic planning exercise the AWTC's Objectives were somewhat ill defined and scattered throughout the By-Laws and miscellaneous literature distributed by the AWTC.

The By-Laws may need to be modified and approved by the Membership and Shareholders at a Special General Meeting to accommodate the affirmation of these Objectives.

THE STRATEGY - A THREE YEAR PLAN

The Board of Directors of the AWTC have undertaken the first steps in the long range planning process of drawing up a comprehensive 3 Year Strategic Plan by formulating the new Mission Statement and revised organization Objectives which are presented in the two previous sections of this document.

Now that the “Why” and “What” questions have been resolved, we are properly positioned to articulate the “How” segment of the planning process. The Board of Directors working through and with Mr. Ash and Dr. Ayoubi have developed the following strategies:

The company should strengthen and expand on its core competencies.

Coordination with other WTCs worldwide

Participate in WTC General Assemblies

Maintain active WTC license and WTC operations standards

Develop trade information and contacts for AWTC Members through the world-wide WTC Network

Introduce the WTC Trade Card concept to AWTC Members

Promote the WTC University System for AWTC Members

Direct Support for visiting WTC Members

Integrate the Radisson SAS Business Service Center into the AWTC offices

Establish a One-Stop Full Service Support Scheme for visiting WTC Members

Build the Amman World Trade Center multi-use facility

Encourage and even pressurize the investment group to proceed immediately with building construction

In the alternative

Look for other buildings or building sites and proceed with contingency plans and a new investment group

Develop a Landmark Virtual WTC Building Internet Web Site

Investigate the need and market opportunity for establishing a world class virtual building Internet web site

Acquire the resources necessary for site development and establish the site on-line

Invite Jordanian and International firms to lease virtual space in the multi-story site to display and sell their products and services utilizing the electronic Trade Card

Develop for AWTC Members a wide range of ancillary Benefits related to their AWTC membership

Solicit from Members, Discounted Member-to-Member product and service packages

Sponsor Training Courses, Seminars, Exhibits and Trade Fairs

Conduct a survey of Members to determine their needs and preferences for training courses and seminars
Organize and sponsor relevant training courses and seminars
Sponsor exhibits and trade fairs that enhance AWTC Members opportunities to expand their export potential world-wide

The company should increase and expand its membership base.

Analyze Current Membership Recruitment/Retention Program
Train Board, Staff and Member Volunteers in professional Membership Recruitment/Retention techniques
Design and Conduct Annual Membership Recruitment/Retention Drive

The company needs to more fully develop its professional staff.

Write and implement a Policy and Procedures Manual which includes an Employee Handbook and Job Descriptions
Formulate an Employee Evaluation System and conduct Annual Personnel Evaluations

The company needs to strengthen its financial condition.

Develop a Cost-to-Serve figure that reflects the total loaded cost with overheads of the company divided by Total Membership
Adjust Membership Dues to at least the minimum Cost Recovery figure
Develop and implement a Fees-for-Services schedule for Non-Members and other WTC associated clients
Identify and implement other Non-Dues revenue generating schemes

The company should implement a professional communications program

Improve the image of the AWTC to Members and External Stakeholders
Evaluate and redesign current AWTC literature
Revamp the AWTC Annual Report
Hold periodic Briefings for Members and External Stakeholders
Communicate More Effectively
Design and Implement a Member-to-Member Network

The company needs to take a pro-active role when dealing with Public Policy Issues affecting its Members.

Develop an In-House Issues Management capacity
Train In-House Policy Advocates (AWTC issues Spokespersons)
Develop consensus positions with other Private Sector organizations supporting AWTC's position on Public Policy Issues
Present to and gain acceptance from External Stakeholders, including Government officials and Politicians, for AWTC positions

The following sets of Programs of Work have been developed to define what

Actions must be taken to accomplish the Strategies outlined above. Each set relates back to a particular strategy and covers three years of activities. Following the PoWs is a 3 Year Implementation Schedule, an Objectives and Checkpoints table and the Budget Requirement (as yet undeveloped) to fulfil the three year plan.

The AWTC Board of Directors needs to work with the AMIR Program staff to develop a comprehensive and realistic 3 Year Budget based on the Strategic Plan. Further the Board needs to review the company By-Laws and develop the amendments necessary to implement its Strategic Plan.

The AWTC Board needs to approve the Strategic Plan, Budget and By-Law Amendments prior to calling a Special General Meeting of the Shareholders.

The Shareholders should approve the Strategic Plan, Budget and By-Laws Amendments as presented and explained to them by the Board.

The Board and AWTC Staff should undertake to implement the Strategic Plan and its associated Programs of Work.

Amman World Trade Center

Program of Work - WTC Coordination

Year One (1998 - 1999)

Company Goal: Maximum utilization of the Member benefits accessible through the international WTC system

Objective: Active Licensed WTC membership
Increased international trade opportunities for AWTC Members
Utilization of the WTC Trade Card by AWTC Members
Increased Educational opportunities for AWTC Members

Strategies/Tasks/Activities:

Participate in WTC General Assemblies
Maintain active WTC license and WTC operations standards
Develop trade information and contacts for AWTC Members through the world-wide WTC Network
Introduce the WTC Trade Card concept to AWTC Members
Promote the WTC University System for AWTC Members

Measurement Criteria:

AWTC representation and participation in the annual WTC General Assembly
WTC license in place
90% satisfaction of AWTC with trade opportunity information
WTC Trade Card being utilized by AWTC Members
AWTC Members enrolled in WTC University system

Individual Responsible: General Manager

Time Line: WTC Licensing - Continuous
WTC General Assembly - As Scheduled
Information/Contact data for AWTC Members - Continuous
World Trade Card - As available
WTC University Enrolment - from September 1998 onward

Resources Needed:

Internal: No Additional funding is required
External: None

Amman World Trade Center

Program of Work - WTC Coordination

Year Two (1999 - 2000)

Company Goal: Maximum utilization of the Member benefits accessible through the international WTC system

Objective: Active Licensed WTC membership
Increased international trade opportunities for AWTC Members
Utilization of the WTC Trade Card by AWTC Members
Increased Educational opportunities for AWTC Members

Strategies/Tasks/Activities:

Participate in WTC General Assemblies
Maintain active WTC license and WTC operations standards
Develop trade information and contacts for AWTC Members through the world-wide WTC Network
Utilization of the WTC Trade Card by AWTC Members
Promote the WTC University System for AWTC Members

Measurement Criteria:

AWTC representation and participation in the annual WTC General Assembly
WTC license in place
90% satisfaction of AWTC with trade opportunity information
WTC Trade Card being utilized by AWTC Members
AWTC Members enrolled in WTC University system

Individual Responsible: General Manager

Time Line: WTC Licensing - Continuous
WTC General Assembly - As Scheduled
Information/Contact data for AWTC Members - Continuous
World Trade Card - Continuous
WTC University Enrolment - Continuous

Resources Needed:

Internal: No Additional funding is required
External: None

Amman World Trade Center

Program of Work - WTC Coordination **Year Three (2000-2001)**

Company Goal: Maximum utilization of the Member benefits accessible through the international WTC system

Objective: Active Licensed WTC membership
Increased international trade opportunities for AWTC Members
Utilization of the WTC Trade Card by AWTC Members
Increased Educational opportunities for AWTC Members

Strategies/Tasks/Activities:

Participate in WTC General Assemblies
Maintain active WTC license and WTC operations standards
Develop trade information and contacts for AWTC Members through the world-wide WTC Network
Utilization of the WTC Trade Card by AWTC Members
Promote the WTC University System for AWTC Members

Measurement Criteria:

AWTC representation and participation in the annual WTC General Assembly
WTC license in place
90% satisfaction of AWTC with trade opportunity information
WTC Trade Card being utilized by AWTC Members
AWTC Members enrolled in WTC University system

Individual Responsible: General Manager

Time Line: WTC Licensing - Continuous
WTC General Assembly - As Scheduled
Information/Contact data for AWTC Members - Continuous
World Trade Card - Continuous
WTC University Enrolment - Continuous

Resources Needed:

Internal: No Additional funding is required
External: None

Amman World Trade Center

Program of Work - WTC Member Support **Year One (1998 - 1999)**

Company Goal: Increased business between visiting WTC Members and Jordanian companies

Objective: International Business Linkages for Jordanian Enterprises
New Source of Non-Dues Revenue for AWTC
Satisfied visiting WTC Members

Strategies/Tasks/Activities:

Negotiate with Radisson SAS hotel to integrate its competing Business Services Center in the AWTC office complex.
Design and implement a One-Stop Full Service Business Support Scheme for visiting WTC Members (see next page)
Organize AWTC uniforms, signage and literature
Contract with leasing agents, drivers, translators and interpreters
Establish a Fees-for-Service Schedule to apply on Business Support Scheme
Advertise the Business Support Scheme on the AWTC web site and in the hotel rooms (tent cards)
Business Support Scheme fully operational

Measurement Criteria:

AWTC performs all Business Services functions in hotel
Business Support Scheme fully operational and profit generating
90% Satisfaction Rating by visiting WTC Members

Individual Responsible: General Manager

Time Line: Hotel Negotiations - October 1998
Business Support Services Scheme - October 1998 - onward

Resources Needed:

Internal: Full-time Secretary/Office Manager
Leased or contracted vehicle
Jackets with AWTC logo
Contracted drivers/translators/interpreters
Increased budget for signage and literature
Additional equipped Office space for visiting business persons

External: None

OUTLINE FOR AWTC ONE-STOP FULL SERVICE BUSINESS SUPPORT CENTER

The Concept - To charge a flat rate daily fee to visiting WTC Members for Arrival to Departure
Special VIP Handling

Visiting Business Persons will be able to concentrate on deal making and not worry about anything else.

At the airport arrivals hall a AWTC kiosk will be established as the meeting point for incoming WTC Members.

A uniformed (AWTC logo Jacket) driver will meet the incoming WTC Member organize the luggage and drive them in a leased AWTC logo'd vehicle to the Radisson SAS hotel where the visitor will be pre-registered and will simply need to sign and offer credit information.

All appointments will have been pre-arranged as has been the practice in the current WTC/AWTC environment.

The AWTC will make available an equipped (desk, phone, computer terminal, ISP account, etc.) office for use by the visiting WTC Member.

An AWTC contracted uniformed driver will take the visiting WTC Member to and from all appointments.

The AWTC will offer as needed the services of AWTC contracted translators and interpreters professionally qualified in Arabic, English, Japanese, German , Italian, French, Spanish, etc..) If these individuals accompany the visiting WTC Member they will always be in logo'd jackets.

The AWTC Staff (also uniformed) will be available to the visiting WTC Member for typing, copying, faxing and other miscellaneous secretarial duties.

The AWTC will furnish the visiting WTC Member with a cellular phone programmed for the duration of the visit.

The AWTC will organize dinner arrangements, sight seeing as well as other social and athletic activities as desired by the visiting WTC Member who will always be accompanied by uniformed staff.

In case face-to-face introductions to Government officials are needed these will be made by AWTC senior staff.

The visiting WTC Member will be billed a flat daily rate for a basic full service package. Burdensome typing, copying, faxing will be charged above. Also the translators/interpreters will be on an additional hourly schedule.

At the end of the visit the visiting WTC Member will be requested to complete a Satisfaction survey before being driven to the airport and taken with luggage to the departures hall.

Additionally:

Most of these services will be made available for a higher rate to regular business guests of the Radisson SAS Hotel. (There may be here a potential for recruitment of additional AWTC Members especially Jordanian or regional business persons)

Amman World Trade Center

Program of Work - WTC Member Support **Year Two (1999-2000)**

Company Goal: Increased business between visiting WTC Members and Jordanian companies

Objective: International Business Linkages for Jordanian Enterprises
Recurring Source of Non-Dues Revenue for AWTC
Satisfied visiting WTC Members

Strategies/Tasks/Activities:

Advertise the Business Support Scheme on the AWTC web site
and in the hotel rooms (tent cards)
Business Support Scheme continuously operational

Measurement Criteria:

Business Support Scheme fully operational and profit generating
90% Satisfaction Rating by visiting WTC Members

Individual Responsible: General Manager

Time Line: Business Support Services Scheme - Continuous

Resources Needed:

Internal: None additional

External: None

Amman World Trade Center

Program of Work - WTC Member Support **Year Three (2000-2001)**

Company Goal: Increased business between visiting WTC Members and Jordanian companies

Objective: International Business Linkages for Jordanian Enterprises
Recurring Source of Non-Dues Revenue for AWTC
Satisfied visiting WTC Members

Strategies/Tasks/Activities:

Advertise the Business Support Scheme on the AWTC web site
and in the hotel rooms (tent cards)
Business Support Scheme continuously operational

Measurement Criteria:

Business Support Scheme fully operational and profit generating
90% Satisfaction Rating by visiting WTC Members

Individual Responsible: General Manager

Time Line: Business Support Services Scheme - Continuous

Resources Needed:

Internal: None additional

External: None

Amman World Trade Center

Program of Work - AWTC Building **Year One (1998 - 1999)**

Company Goal: A Landmark AWTC Multi-use Building

Objective: To encourage the investment group to start construction

or in the alternative

To find another site and/or investment group to
start construction

Strategies/Tasks/Activities:

Take a pro-active position with the existing or new investors

Measurement Criteria:

Construction begins on new AWTC Landmark facility

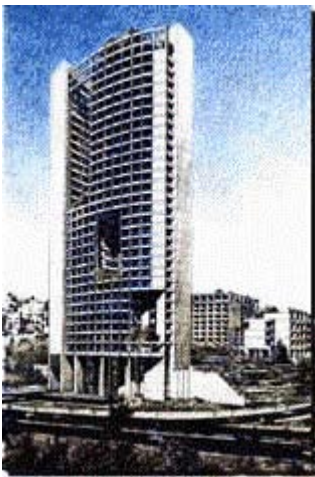
Individual Responsible: AWTC Chairman and Board of Directors

Time Line: ASAP

Resources Needed:

Internal: None, additional

External:



Amman World Trade Center

Program of Work - AWTC Building **Year Two (1999 - 2000)**

Company Goal: A Landmark AWTC Multi-use Building

Objective: All available space in building sold or leased
Maintenance and service elements operational
New source of recurring non-dues income established
AWTC logo tops the building
AWTC receives ownership of 300 m² of new building

Strategies/Tasks/Activities:

Pre-sell or lease (on commission) all available commercial,
office and residential space within the new building
To organize all maintenance and service contracts (fee paid)
Move AWTC administrative offices and Business Service Center
into new quarters

Measurement Criteria:

Full occupancy of AWTC building
AWTC offices fully operational in new facility
Profitable positive revenue stream flowing to AWTC Co.

Individual Responsible: General Manager

Time Line: Pre-selling complete by December 2000
AWTC offices established by October 2000

Resources Needed:

Internal: None, additional

External:

Amman World Trade Center

Program of Work - AWTC Building Year Three (2000-2001)

Company Goal: A Landmark AWTC Multi-use Building

Objective: All available space in building sold or leased
Maintenance and service elements operational
Recurring non-dues income flowing

Strategies/Tasks/Activities:

Sell or lease (on commission) all available commercial,
office and residential space within the new building
Manage all maintenance and service contracts (fee paid)
AWTC administrative offices and Business Service Center
operational

Measurement Criteria:

Full occupancy of AWTC building
AWTC offices fully operational in new facility
Profitable positive revenue stream flowing to AWTC Co.

Individual Responsible: General Manager

Time Line: Selling complete by December 2001
Maintenance and Service Management - Continuous
AWTC offices operational - Continuous

Resources Needed:

Internal: None, additional
External:

Amman World Trade Center

Program of Work - AWTC Virtual Building Year One (1998 - 1999)

Company Goal: A World Class State-of-the Art AWTC Virtual Building Internet Web Site
(see next page for outline of concept)

Objective: To develop and manage the world's first Virtual World Trade Center facility
To offer AWTC Members an opportunity to occupy, display and sell their products and services within the AWTC Virtual Building
To generate new sources of revenue for the AWTC Co.

Strategies/Tasks/Activities:

Investigate the need and market opportunity for establishing a world class virtual building Internet web site

Acquire the resources necessary for site development and establish the site on-line

Invite Jordanian and International firms to lease virtual space in the multi-story site to display and sell their products and services utilizing the electronic WTC Trade Card

Measurement Criteria:

AWTC Virtual Building operational and occupied
WTC Trade Card being utilized by AWTC Members

Individual Responsible: General Manager

Time Line: Market Survey - September 1998
Site Development - October 1998 - March 1999
Virtual Building Occupancy - Start April 1999

Resources Needed:

Internal: Staff Development Time
Internet Bandwidth

External: Development Software and Technical Assistance
Dedicated Server for Virtual Building Site

Amman World Trade Center Virtual Building

The Concept - In the short-term absence of a physical facility an alternative virtual building Internet site which can perform the same function of promoting Jordanian products and services should be developed. Even after the new “real” building is constructed the virtual building can continue to serve as an alternative outlet for AWTC Members while all the time producing recurring revenue for the AWTC Co. through leasing of virtual floorspace and commissions on WTC Trade Card transacted sales.

Think Big!!!! The AWTC Virtual Building will be a “real” Landmark on the Internet because it will be 1000 stories tall.

Jordanian companies which are AWTC Members (another opportunity for selling memberships) as well as any WTC Member world-wide would be offered the opportunity to lease virtual space (a separate floor per company) at a flat-rate annual fee just like regular real estate is promoted. The companies could do whatever they wished on their floor however some suggestions might include Overview of the Company - Specific Product Displays - Inventory Availability and of course purchasing capability through the WTC Trade Card or more conventional financial instruments.

Visitors to the AWTC Virtual Building Internet site would register upon arrival and be guided by a search engine to their destination (specific products or services). In the case of duplicity the visitor would be invited to visit all of the floors meeting the search criteria.

Once on a particular floor a visitor (potential buyer) would be able to check out the company’s background, capacity and references. There would even be an area for the visitor to leave messages or “chat” with the company’s management team. The visitor would be able to graphically view various products and services and when interested pull up specific product or service technical specifications. At that point the visitor could actually place an order for specific products or services and be given a follow-up (via e-mail) confirmation including total landed prices (in different currencies) as well as an anticipated shipping and receipt dates.

The AWTC Co would generate revenue through virtual floorspace leasing, development of company specific virtual floorspace (web site development), the potential for many new AWTC Memberships and commissions on usage of the WTC Trade Card.

Once the AWTC Virtual Building is up and running there will be immediate world-wide interest from the business community, other WTCs and the Internet development specialists. Properly registered and protected (IPR) the licensing opportunity could generate additional AWTC Co revenues.

It will take just one burst of Internet Public Relations promotion to such places as CNNfn, MSNBC, StarNet, etc.. to get the entire business world’s attention to this concept. Being first will put AWTC in a vanguard position of the newest method for promoting Internet sales.

The World’s Tallest Building (virtual that is) **The WTC - Amman, Jordan**

Amman World Trade Center

Program of Work - AWTC Virtual Building Year Two (1999-2000)

Company Goal: A World Class State-of-the Art AWTC Virtual Building Internet Web Site

Objective: Manage the world's first Virtual World Trade Center facility
AWTC Members fully occupy the virtual facility
Additional revenue generated for the AWTC Co.

Strategies/Tasks/Activities:

Manage the AWTC Virtual Building Site

Measurement Criteria:

AWTC Virtual Building operational and occupied
WTC Trade Card being utilized by AWTC Members

Individual Responsible: General Manager

Time Line: Virtual Building Occupancy - Continuous

Resources Needed:

Internal: Staff Site Management Time
Internet Bandwidth
External: None

Amman World Trade Center

Program of Work - AWTC Virtual Building Year Three (2000-2001)

Company Goal: A World Class State-of-the Art AWTC Virtual Building Internet Web Site

Objective: Manage the world's first Virtual World Trade Center facility
AWTC Members fully occupy the virtual facility
Additional revenue generated for the AWTC Co.

Strategies/Tasks/Activities:

Manage the AWTC Virtual Building Site

Measurement Criteria:

AWTC Virtual Building operational and occupied
WTC Trade Card being utilized by AWTC Members

Individual Responsible: General Manager

Time Line: Virtual Building Occupancy - Continuous

Resources Needed:

Internal: Staff Site Management Time
Internet Bandwidth
External: None

Amman World Trade Center

Program of Work - Member Benefits

Year One (1998-1999)

Company Goal: Offering a Full-Range of Discounted AWTC Member Business Benefits

Objective: To offer AWTC Member-to-Member Discounted Business Benefits
To nurture AWTC Member-to-Member business

Strategies/Tasks/Activities:

Survey the AWTC Membership to determine what business benefits would be of value to them
Survey the AWTC Membership to determine which products and/or services they could offer fellow AWTC Members at a discounted rate
Build on the existing AWTC Members business benefit package
Encourage more AWTC Member-to-Member business

Measurement Criteria:

The current AWTC Member business benefits package is augmented by new and valued discounted offerings

Individual Responsible: General Manager

Time Line: Surveys - October 1998
New Benefits - Starting December 1998

Resources Needed:

Internal: AWTC Management survey development and contact time
External: None

Amman World Trade Center

Program of Work - Member Benefits

Year Two (1999-2000)

Company Goal: Offering a Full-Range of Discounted AWTC Member Business Benefits

Objective: To offer AWTC Member-to-Member Discounted Business Benefits
To nurture AWTC Member-to-Member business

Strategies/Tasks/Activities:

Enquire of any new AWTC Member what products and/or services
they might offer fellow AWTC Members
Build on the existing AWTC Members business benefit package
Encourage more AWTC Member-to-Member business

Measurement Criteria:

The current AWTC Member business benefits package is augmented by
new and valued discounted offerings

Individual Responsible: General Manager

Time Line: New Benefits - Continuous

Resources Needed:

Internal: AWTC Management contact time
External: None

Amman World Trade Center

Program of Work - Member Benefits

Year Three (2000-2001)

Company Goal: Offering a Full-Range of Discounted AWTC Member Business Benefits

Objective: To offer AWTC Member-to-Member Discounted Business Benefits
To nurture AWTC Member-to-Member business

Strategies/Tasks/Activities:

Enquire of any new AWTC Member what products and/or services
they might offer fellow AWTC Members
Build on the existing AWTC Members business benefit package
Encourage more AWTC Member-to-Member business

Measurement Criteria:

The current AWTC Member business benefits package is augmented by
new and valued discounted offerings

Individual Responsible: General Manager

Time Line: New Benefits - Continuous

Resources Needed:

Internal: AWTC Management contact time
External: None

Amman World Trade Center

Program of Work - AWTC Sponsorships Year One (1998-1999)

Company Goal: Expanded Opportunities for AWTC Members

Objective: Sponsorship of Training Courses and Seminars
 Sponsorship of Exhibits and Trade Fairs
 New sources of revenue for the AWTC Co.

Strategies/Tasks/Activities:

Conduct a survey of Members to determine their needs and preferences for training courses and seminars
Organize and sponsor relevant training courses and seminars
Sponsor exhibits and trade fairs that enhance AWTC Members opportunities to expand their export potential world-wide

Measurement Criteria:

AWTC sponsored training courses and seminars
AWTC sponsored exhibits and trade fairs
Augmented revenue stream to AWTC Co.
AWTC participation in AMIR sponsored activities

Individual Responsible: General Manager

Time Line: Member Survey - October 1998
 Training Courses and Seminars - Continuous from November 1998
 Exhibits and Trade Fairs - Continuous from November 1998

Resources Needed:

Internal: Management development and facilitation time

External:

Amman World Trade Center

Program of Work - AWTC Sponsorships Year Two (1999-2000)

Company Goal: Expanded Opportunities for AWTC Members

Objective: Sponsorship of Training Courses and Seminars
 Sponsorship of Exhibits and Trade Fairs
 New sources of revenue for the AWTC Co.

Strategies/Tasks/Activities:

Organize and sponsor relevant training courses and seminars
Sponsor exhibits and trade fairs that enhance AWTC Members
opportunities to expand their export potential world-wide
Participate in IPC “successful promotion missions” and “targeting
investors” training sessions
Participate in Customs workshop for Jordan Private Sector
companies

Measurement Criteria:

AWTC sponsored training courses and seminars
AWTC sponsored exhibits and trade fairs
Augmented revenue stream to AWTC Co.
AWTC participation in AMIR sponsored activities

Individual Responsible: General Manager

Time Line: Training Courses and Seminars - Continuous
 Exhibits and Trade Fairs - Continuous

Resources Needed:

Internal: Management development and facilitation time
External:

Amman World Trade Center

Program of Work - AWTC Sponsorships Year Three (2000-2001)

Company Goal: Expanded Opportunities for AWTC Members

Objective: Sponsorship of Training Courses and Seminars
 Sponsorship of Exhibits and Trade Fairs
 New sources of revenue for the AWTC Co.

Strategies/Tasks/Activities:

Organize and sponsor relevant training courses and seminars
Sponsor exhibits and trade fairs that enhance AWTC Members
opportunities to expand their export potential world-wide
Participate in IPC Customer Service Workshop

Measurement Criteria:

AWTC sponsored training courses and seminars
AWTC sponsored exhibits and trade fairs
Augmented revenue stream to AWTC Co.
AWTC participates in AMIR sponsored activities

Individual Responsible: General Manager

Time Line: Training Courses and Seminars - Continuous
 Exhibits and Trade Fairs - Continuous

Resources Needed:

Internal: Management development and facilitation time
External:

Amman World Trade Center

Program of Work - Membership Development Year One(1998 - 1999)

Company Goal:	To increase AWTC membership in programmed increments to a point of financial and organizational self reliance.	
Objective:	To retain current Members by providing quality services	
	To attract 75 new Members	
Strategies/Tasks/Activities:	Analyze current Member Retention/Recruitment program	
	Train Board, Staff and volunteers in professional Membership Retention/Recruitment techniques	
	Conduct Annual Membership Retention/Recruitment program	
Measurement Criteria:	Net "Dues Paying" Membership = 225	
Individual Responsible:	General Manager	
Time Line:	Retention	September 1998 - March 1999
	Recruitment	September 1998 - March 1999
Resources Needed:		
Internal:	Volunteers for Recruitment Drive	
	Increased Membership Recruitment Budget	
External:	Technical Assistance (Membership Recruitment Specialist)	
	Technical Training for AWTC Board and Staff	

Note: Consideration should be given to offering 3 different levels of Membership

1. Regular Membership - Access to the full range of AWTC Services and Benefits
2. Card Holder - Membership - Access Limited to AWTC Benefits Package
3. Virtual Membership - Access to and utilization of the AWTC Virtual Building only

also consideration should be given to minimizing or eliminating the initiation fee

Amman World Trade Center

Program of Work - Membership Development Year Two(1999 - 2000)

Membership Committee

Company Goal:	To increase AWTC membership in programmed increments to a point of financial and organizational self reliance.
Objective:	To retain current Members by providing quality services To attract 100 new members
Strategies/Tasks/Activities:	Analyze current Member Retention/Recruitment program Train Board and volunteers in professional Membership Retention/Recruitment techniques Conduct Annual Membership Retention/Recruitment program
Measurement Criteria:	Net "Dues Paying" Membership = 325
Individual Responsible:	General Manager
Time Line:	Retention April 1999 - March 2000 Recruitment April 1999 - March 2000
Resources Needed:	
Internal:	Volunteers for Recruitment Drive Membership Recruitment Budget
External:	Training for AWTC Board and Member Volunteers

Amman World Trade Center

Program of Work- Membership Development Year Three (2000 - 2001)

Membership Committee

Company Goal:	To increase AWTC membership in programmed increments to a point of financial and organizational self reliance.
Objective:	To retain current Members by providing quality services To attract 150 new members
Strategies/Tasks/Activities:	Analyze current Member Retention/Recruitment program Train Board and volunteers in professional Membership Retention/Recruitment techniques Conduct Annual Membership Retention/Recruitment program
Measurement Criteria:	Net "Dues Paying" Membership = 475
Individual Responsible:	General Manager
Time Line:	Retention April 2000 - March 2001 Recruitment April 2000 - March 2001
Resources Needed:	
Internal:	Member Volunteers for Recruitment Drive Membership Recruitment Budget
External:	Training for AWTC Board and Member Volunteers

Amman World Trade Center

Program of Work - Staff Development **Year One (1998 - 1999)**

Company Goal:	To ensure AWTC Staff and Management are afforded every opportunity to develop into high calibre professional employees	
Objective:	<p>Adopt a Policy and Procedures Manual, Employee Handbook and Job Descriptions</p> <p>Adopt an Employee Evaluation System and conduct Annual Personnel Appraisals</p> <p>Adopt a Staff Training program</p>	
Strategies/Tasks/Activities:	<p>Write and Implement a Policy and Procedures Manual which includes an Employee Handbook and Job Descriptions</p> <p>Formulate an Employee Evaluation System and conduct Annual Personnel Appraisals with Development Plans</p> <p>Evaluate Staff Training and Development needs and implement scheduled individual and group Training programs</p>	
Measurement Criteria:	<p>Policy and Procedures Manual in use</p> <p>Employment Evaluation System in use and all Employees appraised annually</p> <p>Staff Training Program in effect</p>	
Individual Responsible:	General Manager	
Time Line:	<p>Policy and Procedures Manual</p> <p>Employee Evaluation System</p> <p>Staff Training Program</p>	<p>October 1998</p> <p>November 1988</p> <p>December 1988</p>
Resources Needed:	<p>Internal: Increased Human Resource Development Budget</p> <p>External: Technical Training for AWTC Board and Staff</p>	

Amman World Trade Center

Program of Work - Staff Development

Year Two (1999 - 2000)

Company Goal:	To ensure AWTC Staff and Management are afforded every opportunity to develop into high calibre professional employees	
Objective:	<p>Maintain Policy and Procedures Manual, Employee Handbook and Job Descriptions</p> <p>Maintain Employee Evaluation System and conduct Annual Personnel Appraisals</p> <p>Maintain Staff Training program</p>	
Strategies/Tasks/Activities:	<p>Review current effectiveness of Policy and Procedures Manual</p> <p>Review Employee Evaluation System and conduct Annual Personnel Appraisals with Development Plans</p> <p>Evaluate Staff Training and Development needs and schedule individual and group Training programs</p>	
Measurement Criteria:	<p>Policy and Procedures Manual in use</p> <p>Employment Evaluation System in use and all Employees appraised annually</p> <p>Staff Training Program in effect</p>	
Individual Responsible:	General Manager	
Time Line:	<p>Policy and Procedures Manual</p> <p>Employee Evaluation System</p> <p>Staff Training Program</p>	<p>Continuous</p> <p>Continuous</p> <p>Continuous</p>
Resources Needed:		
Internal:	Increased Human Resource Development Budget	
External:	Technical Training for AWTC Board and Staff	

Amman World Trade Center

Program of Work - Staff Development **Year Three (2000 - 2001)**

Company Goal:	To ensure AWTC Staff and Management are afforded every opportunity to develop into high calibre professional employees	
Objective:	<p>Maintain Policy and Procedures Manual, Employee Handbook and Job Descriptions</p> <p>Maintain Employee Evaluation System and conduct Annual Personnel Appraisals</p> <p>Maintain Staff Training program</p>	
Strategies/Tasks/Activities:	<p>Review current effectiveness of Policy and Procedures Manual</p> <p>Review Employee Evaluation System and conduct Annual Personnel Appraisals with Development Plans</p> <p>Evaluate Staff Training and Development needs and schedule individual and group Training programs</p>	
Measurement Criteria:	<p>Policy and Procedures Manual in use</p> <p>Employment Evaluation System in use and all Employees appraised annually</p> <p>Staff Training Program in effect</p>	
Individual Responsible:	General Manager	
Time Line:	<p>Policy and Procedures Manual</p> <p>Employee Evaluation System</p> <p>Staff Training Program</p>	<p>Continuous</p> <p>Continuous</p> <p>Continuous</p>
Resources Needed:		
Internal:	Increased Human Resource Development Budget	
External:	Technical Training for AWTC Board and Staff	

Amman World Trade Center

Program of Work - Income Generation Year One (1998 - 1999)

Company Goal:	To ensure the AWTC is in sound financial condition	
Objective:	Increase the ratio of Membership Dues in proportion to Total Budget	
	Develop New Sources of Non-Dues Revenue	
	Ensure effective Expense Controls are in place	
	Utilize Association Management computer program for overall administration	
Strategies/Tasks/Activities:	Develop Cost-to-Serve figures	
	Adjust Membership Dues to at least the minimum Cost Recovery figure	
	Implement a Fees-for- Services schedule for Non-Members	
	Identify and implement other Non-Dues revenue generating schemes	
	Obtain and implement an Off-The-Shelf Association Management computer software system	
Measurement Criteria:	New Dues Schedule for Members	
	Fees-for-Services scheme in operation	
	Revenue Producing Proposals	
Individual Responsible:	General Manager	
Time Line:	New Dues Schedule	October 1998
	Fees-for-Services	October 1998
	Revenue Producing Proposals	December 1998
Resources Needed:		
Internal:		
External:	O-T-S Association Management software	

Amman World Trade Center

Program of Work - Income Generation Year Two (19998 - 2000)

Company Goal:	To ensure the AWTC is in sound financial condition	
Objective:	Increase the ratio of Membership Dues in proportion to Total Budget	
	Develop New Sources of Non-Dues Revenue	
	Ensure effective Expense Controls are in place	
	Utilize Association Management computer program for overall administration	
Strategies/Tasks/Activities:	Continue Fees-for-Services schedule for Non-Members	
	Continue other Non-Dues revenue generating schemes	
	Utilize Association Management computer software system	
Measurement Criteria:	New Dues Schedule for Members in effect Fees-for-Services scheme in operation Revenue Producing Proposals	
Individual Responsible:	General Manger	
Time Line:	New Dues Schedule	Continuous
	Fees-for-Services	Continuous
	Revenue Producing Proposals	Continuous
Resources Needed:		
	Internal:	
	External:	

Amman World Trade Center

Program of Work - Income Generation **Year Three (2000 - 2001)**

Company Goal:	To ensure the AWTC is in sound financial condition	
Objective:	Increase the ratio of Membership Dues in proportion to Total Budget	
	Develop New Sources of Non-Dues Revenue	
	Ensure effective Expense Controls are in place	
	Utilize Association Management computer program for overall administration	
Strategies/Tasks/Activities:	Continue Fees-for-Services schedule for Non-Members	
	Continue other Non-Dues revenue generating schemes	
	Utilize Association Management computer software system	
Measurement Criteria:	New Dues Schedule for Members in effect	
	Fees-for-Services scheme in operation	
	Revenue Producing Proposals	
Individual Responsible:	General Manager	
Time Line:	New Dues Schedule	Continuous
	Fees-for-Services	Continuous
	Revenue Producing Proposals	Continuous
Resources Needed:		
	Internal:	
	External:	

Amman World Trade Center

Program of Work - Public Relations

Year One (1998 - 1999)

Company Goal:	Improved recognition by Members, prospective members and other External Stakeholders of the AWTC as a legitimate representative on private sector issues., particularly those relating to international trade.
Objective:	<p>To enhance the publications and support literature promoting AWTC programs and services.</p> <p>To strengthen the Lines of Communications between the AWTC and its Members, prospective members and other External Stakeholders.</p>
Strategies/Tasks/Activities:	<p>Gather together and review all current AWTC publications and support literature and test for continuity (or lack there of)</p> <p>Organize professional PR training for selected AWTC staff</p> <p>Redesign AWTC publications and support literature as needed</p> <p>Print and distribute upgraded AWTC publications and support literature</p> <p>Develop and implement a schedule of regular briefings and updates for AWTC Members and External Stakeholders including the media and Government officials.</p>
Measurement Criteria:	All AWTC publications and support literature are updated and project a common theme reflecting the current Mission, Objectives, Services and Benefits of the company.
Individual Responsible:	General Manager
Time Line:	<p>Training/Technical Assistance September - November 1998</p> <p>Implementation/Delivery December 1998 - March 1999</p>
Resources Needed:	
Internal:	Increased budget (apportioned) for upgraded publications
External:	<p>Increased budget (apportioned) for upgraded publications</p> <p>Technical Assistance (Public Relations Specialist)</p> <p>Technical Training for AWTC PR Staff (Public Relations Specialist)</p> <p>Desktop Publishing Computer Software</p> <p>Flatbed Scanner</p>

Amman World Trade Center

Program of Work - Public Relations

Year Two (1999 - 2000)

Company Goal: Improved recognition by Members, prospective members and other External Stakeholders of the AWTC as a legitimate representative on private sector issues, particularly those relating to international trade.

Objective: To strengthen the Lines of Communications between the AWTC and its Members, prospective members and other External Stakeholders.

To enhance Board and staff PR skills through on-site visits to similar private sector groups in other countries.

Strategies/Tasks/Activities: Develop and implement a schedule of regular briefings and updates for AWTC Members and External Stakeholders including the media and Government officials.

Organize international training mission for selected AWTC Board members and PR staff.

Design and implement enhanced PR program.

Measurement Criteria: AWTC conducts regular briefings for Members and External Stakeholders

Individual Responsible: General Manager

Time Line:

PR Interventions	April 1999 - March 2000
Overseas visits	June 1999

Resources Needed:

Internal:	Increased budget (apportioned) for briefings/travel
External:	Increased budget (apportioned) for briefings/travel
	Technical Assistance (international organizations)

Amman World Trade Center

Program of Work - Public Relations

Year Three (2000-2001)

Company Goal:	Improved recognition by Members, prospective members and other External Stakeholders of the AWTC as a legitimate representative on private sector issues, particularly those relating to international trade.	
Objective:	To strengthen the Lines of Communications between the AWTC and its Members, prospective members and other External Stakeholders.	
	To rehone staff PR skills through continuing education.	
Strategies/Tasks/Activities:	Develop and implement a schedule of regular briefings and updates for AWTC Members and External Stakeholders including the media and Government officials.	
	Organize local training modules of PR training for AWTC staff	
	Design and implement enhanced PR program.	
Measurement Criteria:	AWTC conducts regular briefings for Members and External Stakeholders	
Individual Responsible:	General Manager	
Time Line:	PR Interventions	April 2000 - March 2001
	Local Training	June 2000
Resources Needed:		
Internal:	Increased budget for PR training	
External:	Continuing Education Opportunity (Local Training Centers)	

Amman World Trade Center

Program of Work - Public Policy Advocacy **Year One (1998 - 1999)**

Company Goal: Recognition by Members, prospective members and other External Stakeholders of the AWTC as a legitimate representative on private sector issues, particularly those relating to international trade.

Objective:

- To develop a Private Sector Issues research capability
- To represent to External Stakeholders, AWTC positions on relevant private sector issues considered important by its Membership
- To form pro-active coalitions with other private sector associations for constructive dialogue with Government

Strategies/Tasks/Activities:

Utilizing the expertise of the Board Members and the services of Policy Advocacy Specialist develop an in-house Issues Management program including Analysis and Advocacy elements.

Review the findings of the Private Sector Survey conducted by the AMIR Program in early 1998. Select one or two of the relevant issues for further study and resolution.

Perform in-house research or retain the services of an independent researcher

Develop a solid positive position on the issue and prepare the appropriate "paper" for circulation to Private Sector associations for comment. Follow-up.

Develop an alliance with CIPE's Think Tank project in the Al-Urdun Al-Jaid Research Center

Train several staff, Board Members and Member volunteers as Policy Advocates (AWTC Issues spokespersons)

Develop consensus approval from private sector associations for the Position Paper circulated by the AWTC.

Amman World Trade Center

Program of Work - Public Policy Advocacy Year One (1998 - 1999)

Strategies/Tasks/Activities:

Continued

Present "Position Paper" to Cabinet or other Government officials and elected leaders for comment and consideration

Follow-up and report progress to the Membership

Participate in and contribute to the AMIR Program sponsored Public Policy Awareness Seminars

Measurement Criteria: One issue researched and a Position Paper prepared
 Government accepts private sector position on issue(s) presented
 Policy Awareness Seminar Participation
 Alliance formed with AJRC

Individual Responsible: Chairman

Time Line: Technical Assistance December 1998 - January 1999
 Issue Selected - January 1999
 Research/Development - February 1999 - March 1999
 Advocacy Training December 1998 - January 1999
 Presentation/Response April 1999 - June 1999
 Policy Awareness Seminars October 1998
 AJRC Alliance - Continuous

Resources Needed:

Internal: Increased budget (apportioned) for Policy Analysis/Advocacy
External: Increased budget (apportioned) for Policy Analysis/Advocacy
 Technical Assistance (Policy Advocacy Specialist)
 Issues Researcher(s) (Local or International Expert(s))

Amman World Trade Center

Program of Work - Public Policy Advocacy **Year Two (1999-2000)**

Company Goal: Recognition by Members, prospective members and other External Stakeholders of the AWTC as a legitimate representative on private sector issues, particularly those relating to international trade.

Objective:

- To maintain a Private Sector Issues research capability
- To represent to External Stakeholders, AWTC positions on relevant private sector issues considered important by its Membership
- To form pro-active coalitions with other private sector associations for constructive dialogue with Government

Strategies/Tasks/Activities:

Select, based on Members input, two relevant issues for further study and resolution.

Perform in-house research or retain the services of an independent researcher

Develop a solid positive position on the issues and prepare the appropriate “papers” for circulation to Private Sector associations for comment. Follow-up.

Continue alliance with the Al-Urdun Al-Jaid Research Center

Develop consensus approval from private sector associations for the Position Paper circulated by the AWTC.

Present “Position Paper” to Cabinet or other Government officials and elected leaders for comment and consideration

Follow-up and report progress to the Membership

Participate in and contribute to the AMIR Program sponsored Public Policy Awareness Seminars

Participate in various Public-Private policy forums convened

Amman World Trade Center

Program of Work - Public Policy Advocacy **Year Two (1999-2000)**

Continued

Measurement Criteria: Two issues researched and a Position Paper prepared
Government accepts private sector position on issue(s)
presented
Policy Awareness Seminar Participation
Alliance continues with AJRC

Individual Responsible: Chairman

Time Line: Issues Selected - August 1999
Research/Development - September 1999 - October 1999
Presentation/Response - November 1999 - January 2000
Policy Awareness Seminars April and August 1999
AJRC Alliance - Continuous

Resources Needed:

Internal: Increased budget (apportioned) for Policy Analysis/Advocacy
External: Increased budget (apportioned) for Policy Analysis/Advocacy
Issues Researcher(s) (Local or International Expert(s))

Amman World Trade Center

Program of Work - Public Policy Advocacy **Year Three (2000-2001)**

Company Goal: Recognition by Members, prospective members and other External Stakeholders of the AWTC as a legitimate representative on private sector issues, particularly those relating to international trade.

Objective:

- To maintain a Private Sector Issues research capability
- To represent to External Stakeholders, AWTC positions on relevant private sector issues considered important by its Membership
- To form pro-active coalitions with other private sector associations for constructive dialogue with Government

Strategies/Tasks/Activities:

Select, based on Members input, two relevant issues for further study and resolution.

Perform in-house research or retain the services of an independent researcher

Develop a solid positive position on the issues and prepare the appropriate “papers” for circulation to Private Sector associations for comment. Follow-up.

Continue alliance with the Al-Urdun Al-Jaid Research Center

Develop consensus approval from private sector associations for the Position Paper circulated by the AWTC.

Present “Position Paper” to Cabinet or other Government officials and elected leaders for comment and consideration

Follow-up and report progress to the Membership

Participate in and contribute to the AMIR Program sponsored Public Policy Awareness Seminars

Participate in various Public-Private forums convened

Amman World Trade Center

Program of Work - Public Policy Advocacy Year Three (2000-2001)

Continued

Measurement Criteria: Two issues researched and a Position Paper prepared
 Government accepts private sector position on issue(s)
 presented
 Policy Awareness Seminar Participation
 Alliance continues with AJRC

Individual Responsible: Chairman

Time Line: Issues Selected - August 2000
 Research/Development - September 2000 - October 2000
 Presentation/Response - November 2000 - January 2001
 Policy Awareness Seminars February and March 2001
 AJRC Alliance - Continuous

Resources Needed:

Internal: Increased budget (apportioned) for Policy Analysis/Advocacy
External: Increased budget (apportioned) for Policy Analysis/Advocacy
 Issues Researcher(s) (Local or International Expert(s))

ATTACHMENT SCHEDULE

AWTC THREE YEAR STRATEGIC PLAN

[illegible]

ATION SCHEDULE

AWTC THREE YEAR STRATEGIC PLAN

	1998	1999	2000	2001
ITY	A S O N D J F M A M J J A S O N	D J F M A M J J A S O N D J F M A M J	D J F M A M J J A S O N D J F M A M J	D J F M A M J J A S O N D J F M A M J
ARK BUILDING				
tion	ASAP			
ng - Pre-Leasing			* * * * *	
dmin. Office Occupied				* * * * *
Leasing Complete				
L BUILDING				
urvey	*			
elopment	* * * * *			
n - Occupancy		* * * * *		
EFITS				
Surveys	*			
efits		* * * * *		
ORSHIPS				
Surveys	*			
Courses and Seminars		* * * * *		
and Trade Fairs		* * * * *		
DEVELOPMENT				
n	* * * * *			
ient	* * * * *			

AWTC THREE YEAR STRATEGIC PLAN

AWTC THREE YEAR STRATEGIC PLAN

[illegible]

AWTC Strategic Plan	Program Objectives and Checkpoints
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YEAR ONE 1998 - 1999	CHECKPOINT DATE: February 1999
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WTC COORDINATION	WTC Licensing Continuous AWTC Represented at WTC General Assembly Information - Contacts Retrieved 90% Client Satisfaction WTC World Trade Card in use Enrolments in WTC University
WTC MEMBER SERVICES	Hotel Negotiations Completed Business Support Services System in operation 90% Client Satisfaction
AWTC LANDMARK BUILDING	Construction Started
AWTC VIRTUAL BUILDING	Market Survey Completed Site Developed Building Occupied and Operational
AWTC MEMBER BENEFITS	Member Surveys Complete New Member Benefits in Place
AWTC SPONSORSHIPS	Member Survey Complete Training Courses & Seminars Sponsored Exhibits & Trade Fairs Sponsored
MEMBERSHIP DEVELOPMENT	New Members 75 Total Membership 225
STAFF DEVELOPMENT	Policy & Procedures Manual in Use Employee Evaluation System in Use Staff Training Program Underway
INCOME GENERATION	New Dues Schedule in Effect Fees-for-Services Schedule In Use Revenue Proposals Effectuated
PUBLIC RELATIONS	Training - Technical Assistance Completed Implementation - Delivery Complete PR Interventions on-going

**PUBLIC POLICY ANALYSIS
& ADVOCACY**

Technical Assistance Complete

Issue Selected

Research and Development Completed

Advocacy Training Completed

Position Paper Presented

Positive Response Received

Participation in Public Awareness Seminar

AJRC Alliance established

AWTC Strategic Plan Program Objectives and Checkpoints

YEAR TWO 1999-2000 CHECKPOINT DATE: February 2000

WTC COORDINATION	WTC Licensing Continuous AWTC Represented at WTC General Assembly Information - Contacts Retrieved 90% Client Satisfaction WTC World Trade Card in use Enrolments in WTC University
WTC MEMBER SERVICES	Business Support Services System operational 90% Client Satisfaction
AWTC LANDMARK BUILDING	Construction Complete Pre-selling - Preleasing Underway AWTC Administrative Offices relocated and operational
AWTC VIRTUAL BUILDING	Building Occupied and Operational
AWTC MEMBER BENEFITS	New Member Benefits in Place
AWTC SPONSORSHIPS	Training Courses & Seminars Sponsored Exhibits & Trade Fairs Sponsored
MEMBERSHIP DEVELOPMENT	New Members 100 Total Membership 325
STAFF DEVELOPMENT	Policy & Procedures Manual in Use Employee Evaluation System in Use Staff Training Program on schedule
INCOME GENERATION	Fees-for-Services Schedule In Use Revenue Proposals Effected
PUBLIC RELATIONS	PR Interventions on-going Regular Briefings being Held Overseas Visits Completed
PUBLIC POLICY ANALYSIS & ADVOCACY	Issues Selected Research and Development Completed Position Paper Presented Overseas Visits Completed Positive Response Received Participation in Public Awareness Seminars AJRC Alliance continues

AWTC Strategic Plan	Program Objectives and Checkpoints
YEAR THREE 2000-2001	CHECKPOINT DATE: February 2001
WTC COORDINATION	WTC Licensing Continuous AWTC Represented at WTC General Assembly Information - Contacts Retrieved 90% Client Satisfaction WTC World Trade Card in use Enrolments in WTC University
WTC MEMBER SERVICES	Business Support Services System in operation 90% Client Satisfaction
AWTC LANDMARK BUILDING	AWTC Building Occupied and Operational AWTC Administrative Offices Operational Service & Maintenance Operational
AWTC VIRTUAL BUILDING	Building Occupied and Operational
AWTC MEMBER BENEFITS	New Member Benefits in Place
AWTC SPONSORSHIPS	Training Courses & Seminars Sponsored Exhibits & Trade Fairs Sponsored
MEMBERSHIP DEVELOPMENT	New Members 150 Total Membership 475
STAFF DEVELOPMENT	Policy & Procedures Manual in Use Employee Evaluation System in Use Staff Training Program on schedule
INCOME GENERATION	Fees-for-Services Schedule In Use Revenue Proposals Effected
PUBLIC RELATIONS	PR Interventions on-going Regular Briefings being Held
PUBLIC POLICY ANALYSIS & ADVOCACY	Issues Selected Research and Development Completed Position Paper Presented Positive Response Received Participation in Public Awareness Seminars AJRC Alliance established

Budget

Following development and approval of this strategic plan by the Board of Directors of the AWTC, the AMIR Program's Business Association Initiative Component Leader, Dr. Zaki Ayoubi will assist the General Manager "cost out" the various activities included in the three year program. Each activity should be separately rated. During the development of the budget it will be important to extract a "program administration" component which will be presented as a percentage of "overheads". This so-called "loaded rate" will allocate project funds into the AWTC to offset the additional internal expenses generated by the company in support of the specific program being managed.

During the budget process the following issues may also need to be revisited:

- A. Basic Dues Structure
- B. Fees for Services
- C. Non-Dues Income
- D. Donor Relations

Draft Proposal Comments

Note: The written comments received from the AWTC Board Members, staff and management of the AMIR Program team including Chemonics and CIPE as well as USAID officials will be included here in the final document. In so far as practicable the recommendations suggested by these comments will be incorporated into the Final Report.

The AWTC Board of Directors added one Objective, “To identify, offer solutions.....” to page 17. The Board resolved to accept as presented the Strategic Plan.

No other written comments were received from the AMIR Program staff, CHEMONICS, CIPE or USAID reviewers.

**Access to Microfinance & Improved Implementation of Policy Reform
(AMIR Program)**

Funded By U.S. Agency for International Development

Business Associations Strategic Planning

DRAFT TECHNICAL REPORT
APPENDIX Three

Strategic Plan for the Jordan Trade Association

**Deliverable for BAI Component – Year 2 Milestone # 4
Contract No. 278-C-00-98-00029-00**

August 1998

Written Comments are due no later than August 20, 1998 to Dr. Zaki Ayoubi, AMIR Project BAI Component Leader or Robert Ash, association consultant (Rockfarmer@delphi.com)

Preface

This specific Business Association Strategic Plan was prepared by association consultant Robert L. Ash for the Center for International Private Enterprise (CIPE) under the direction of the Deputy Director of CIPE, Keith Miceli. The report was completed only with the cooperation and coordination of Dr. Zaki Ayoubi, the BAI Component Leader for the AMIR Program managed by Chemonics International, Inc. and with the able assistance of Halim F. Abu-Rahmeh, Managing Director of the Jordan Trade Association. Much of the technical detail presented herein was collected by Larry Milner, association consultant for CIPE, during a diagnostic study performed prior to the start of this consultancy.

The structure and content reflected within this document has been specifically designed for the JTA. The author, in addition to drawing on his own extensive international experience in enterprise development, utilized some aspects of *Developing a Program of Work , An Overview for Chambers of Commerce*, a publication of the Office of Chamber of Commerce Relations in the U.S. Chamber of Commerce, copyright 1991 and CIPE's training module, *Strategic Planning and Programs of Work (SPP)*, copyright 1995, in development of this report.

Special appreciation is extended to the Board Members of the Jordan Trade Association, in particular the organization's Vice Chairman - Kamal Kakish and fellow Board Members Remon B. Halteh, Salwa Bamieh and Mansour Ghishan. Without their support and active participation, this strategic plan could not have been completed.

This report was prepared by the Center for International Private Enterprise under Contract # 9804001-208-02C as a subcontractor to Chemonics International, Inc., Prime contractor to U.S. Agency for International Development for the AMIR Program in Jordan.

Abbreviations and Terminology

AGM	Annual General Meeting of Stockholders
AMIR	Access to Microfinance & Improved Implementation of Policy Reform
BA	Business Association
BAI	Business Association Initiative
CHEMONICS	Chemonics International, Inc. (Washington, D.C.) Prime Contractor to USAID for AMIR Program
CIPE	Center for International Private Enterprise (Washington, D.C.) AMIR Program Subcontractor to Chemonics
JEDCO	Jordan Economic Development Corporation
JTA	Jordan Trade Association
MS	Milestone Number for Chemonics Business Associations Initiative Component
O-T-S	Off the Shelf, ie: generic software
PoW	Program of Work
SGM	Special (or extraordinary) General Meeting of Stockholders
UJRC	Al-Urdum Al-Jaid Research Center
USAID	United States Agency for International Development

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PRE-PLANNING ACTIVITIES

Background Review

The Jordan Trade Association was established by law in 1988 as a non-profit business association. USAID has provided some technical assistance to the organization in the ensuing years leading up to the AMIR Program.

The original organizers had a vision that such a group, known by its Arabic name as the “Jordan Exporters Society” could be the driving force for developing the opportunity for expanded Jordanian export world-wide. Generally the association has concentrated on those countries which have bi-lateral trade agreements with Jordan. In many cases these agreements were with countries which had little or no foreign exchange reserves. Bartering was generally utilized as the trading medium rather than cash. While exports did indeed increase, the quality of the Jordanian products suffered and was often times not up to generally accepted international standards. Jordanian exporters produced for the niche market but were unwilling or unable to raise their quality and establish competitive pricing strategies which might have enabled them to actively participate in the global marketplace. This led to a stagnation in export growth which continues to occur today.

The JTA is currently engaged in sponsoring various training programs and seminars to raise awareness among its Members and other Jordanian manufacturers relative to Marketing, Global Competition and Quality Standards/Control. Further the JTA is entering into mutually beneficial Agreements of Understanding with similar associations in the region and other parts of the world to ensure JTA Members can enjoy the benefit of access to new markets.

Three**Diagnostic Summary**

Note: The following data was extracted from the USAID-funded, AMIR Program-sponsored diagnostic study (BAI Component - Year 1 - MS #5) performed for the JTA by Larry Milner and Dr. Zaki Ayoubi in July, 1998. This author has taken the liberty of modifying somewhat the interpretation of the findings of that study. A copy of the full diagnostic report has been provided to USAID, the AMIR Program Team and to the JTA.

SUMMARY SHEET

	<u>Score</u>
Criteria 1: Mission and Objectives (possible points 100)	68
Criteria 2: Governing Body, Officers and Directors (100)	80
Criteria 3: Organizational Structure and Documents (150)	12
Criteria 4: Programs, Services and Activities (60)	20
Criteria 5: Association Staff (110)	48
Criteria 6: Financial Planning and Reporting (130)	93
Criteria 7: Membership Development and Retention (100)	40
Criteria 8: Communications (130)	48
Criteria 9: Government Affairs (80)	37
Criteria 10: Information Management (50)	<u>20</u>
TOTAL CRITERIA POINTS (TOTAL POSSIBLE 1000)	SCORE: 467

On its face this result indicates the JTA has between 45% and 50% of the essential ingredients necessary for success when compared to the illustrative international association model. This is a rather mediocre scoring for the organization. However one must go to the details to determine if all is as it appears.

No criteria scored above 80 percentile which is where the JTA should be in every category.

The three highest rated criteria, Governing Body (80%), Financial Planning (72%) and Mission and Objectives (68%) need reinforcement but are of course rather easily brought up to international norms.

All of the remaining seven criteria scored at or below (8% to 46%) the 50% median scoring range. Each of these elements will require extensive attention and radical overhaul if the organization desires to be as successful as similar organizations throughout the world.

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In Criteria Two - Governing Body, Officers and Director the JTA needs simply to prepare written job descriptions for organization Officers and Directors and establish an Executive Committee separate from the full Board of Directors.

Financial Planning and Reporting, Criteria Six requires a bit more effort to bring this element up to functional standards. The annual budget needs to be more exploitative and flexible enough to allow for expanded operations and services. The ratio of dues to non-dues income is weighted entirely too far toward reliance on annual subscriptions which have remained static for too many years. Additional Non-Dues revenue generating schemes need to be designed and implemented by the JTA. The Annual Subscriptions need to be adjusted to 1998 realities as they have remained unchanged since 1989. The JTA is operating on a very thin line without any financial reserves. Financial cover equalling at least an amount of 6 months operating expenses must be accumulated even if by a special one-off assessment to the Members. Limited resources have limited JTA's ability to increase its professional staff (currently one person) which hindered its overall growth potential and therefore its impact on Members' export earnings.

The final category in the upper measurement group is Criteria One - Mission and Objectives. While there is a current Mission Statement it needs to be reworked and project the real reasons the association is operating. There need to be developed Job Descriptions for JTA Committees and minutes of Committee meetings need to be recorded and circulated to the Board of Directors. The revised Mission Statement and Objectives need to be displayed (in the form of framed certificates) in the JTA offices, in JTA literature and on the premises of JTA Members.

The remaining criteria each has its own special needs which are detailed here. Each element will require a great deal of time and effort to rehabilitate. This will require the Board and professional Staff to make a long term commitment to raising the various individual elements to international norms.

Criteria Three - Organizational Structure and Documents

This was the very lowest scored element in this exercise. Essentially it does not meet any of the international standards. The JTA needs to start from scratch in this area, almost as if the association was just being established.

An organization chart reflecting the relationship between the Members, the Board of Directors, its Committees, the Professional Staff and the External Stakeholders needs to be developed and made available to all relevant parties. Board Committees need to be established to handle various aspects of the JTA programs. Orientation materials for Committee Chairpersons and Committee Members need to be developed and provided to these individuals.

There is only one Committee currently in existence within the JTA. This is not

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enough. It places entirely too much pressure and detailed efforts on the Board of Directors and the Professional Staff. The Board needs to concentrate on policy not details. The Professional Staff is already overburden due to its size and the day-to-day demands being put forth.

A Board Policy Manual including a Code of Ethics needs to be written and implemented. Similarly a Staff Policy and Procedures Manual needs to be written, approved by the Board and implemented immediately. At this juncture no one knows the rules. This is not an appropriate method for effectively managing a professional association.

Criteria Four - Programs, Services and Activities

Put quite directly, the JTA has no formalized short or long term Programs of Action or Strategic Plans in place. It operates in a reactionary day-to-day mode. It has no written plan to achieve its mission and objectives. One has to wonder without guidelines or goals how can the Board or the Professional Staff even gauge its levels of success or failure? How can the Members hold the JTA accountable if there are no indexed measurements. How can value be placed on the investment of Annual Subscriptions?

An Annual Report is produced but it simply fulfils the minimum standards required for Government reporting. This document needs to be upgraded and used as a marketing tool for and by the JTA.

Current and Potential Members cannot be shown the value of belonging to the JTA if its Programs, Services and Activities are not articulated in Action Plans and Annual Program Schedules.

Criteria Five - Association Staff

Today the JTA relies entirely on the efforts of one Professional Staff member (Managing Director) supported by two office administrative aides and one office support staff. Whenever the MD is out of the country or otherwise engaged, the ongoing activities of the association grind to a halt. The Professional staff at the JTA is simply too small to allow for future expansion. Additional qualified staff working in the areas of Public Relations, Information retrieval and dissemination and Member Relations need to be immediately recruited, trained and put in charge of these essential association departments.

Human Resources management has never been introduced into the JTA. A Personnel and procedures Manual needs to be written, approved and implemented. A staff evaluation system needs to be developed and implemented. Staff appraisals need to be performed and findings acted upon. The JTA does not even have a Job application form. A formalized Professional Staff training program needs to be initiated. A needs assessment for each individual must be undertaken and both short and long range training must be accomplished to ensure the JTA has a well

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educated and motivated staff.

Criteria Seven - Membership Development and Retention

The JTA does not have a New Member orientation kit which would normally include an overview of the JTA, handout materials and the expectations of the JTA regarding the Member's active participation in JTA programs and activities.

New Members are not asked which committees they would prefer to serve on. There are no recognition devices which a JTA Member can proudly display in his or her office.

Current JTA Membership is down about 20% from its historical peak. Surprisingly the JTA represents only about 10% of the Top 100 Jordanian Exporters. There appears to be ample opportunity for the JTA to expand its membership base significantly from both the Top 100 group and many of the now under-represented small and medium size exporting manufacturers in Jordan. To accomplish this result the JTA must learn and implement a professionally recruitment program. Also current Members must be involved in a JTA Member Retention program. At this time no such program exists. Members are expected to renew memberships based only on benefits received. It is proven this is not an effective Member retention technique.

Criteria Eight - Communication

At one time the JTA published a periodic Newsletter. It has since ceased publication due to a lack of funding. It produces no magazines or action bulletins. Association to Member communications are quite lacking. The JTA does have a fairly comprehensive brochure which describes many of the JTA's activities however even this document is somewhat outdated. The JTA does compose and distribute as needed Press and News Releases to the media and also produces on demand specific Research Reports usually related to marketing or selling products in a specific country.

The JTA' Chairman is the organization's public voice. The JTA has no crisis management scheme in place. Any time a problem developments to which the JTA must respond the association must reinvent the wheel. Each intervention is handled uniquely as it develops which can leave the perception of inconsistency if managed too loosely. The JTA does not have a cadre of Board and regular Members whom have had professional speakers training and whom can make presentations about the JTA, its Mission and Objectives to interested groups when invited,.

Basically there is no defined PR function within the JTA.

Criteria Nine - Public Policy Advocacy

Historically the JTA has developed reaction based responses for dealing with export trade related Public Policy issues. In fact on several occasions its opinions have

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prevailed in the final analysis to the benefit of the Membership. The JTA however does not normally take a pro-active position by initiating dialogue based on its own professional research related to any specific export trade issue. The organization knows which issues are important to its Members but to this point has again been unable or unwilling to initiate actions that might effect positive change. The organization does not have any pre-planned strategies for dealing with Public Policy Issues considered important to the Members. The JTA has a window of opportunity available to it to design and implement a program of Public Policy Analysis and Advocacy .

Criteria Ten - Information Management

The JTA has a very nice library of trade related business information however it is unclear how up-to-date and accessible this information is to the Members. The JTA also has computers but what information do they hold and how do Members gain access to this data? Due to apparent staffing constraints the JTA has only a limited trade research capacity and little or no public policy research capability. Members it will be shown in the next section consider information to be one of the most important benefits they can receive from the JTA. Currently the JTA is only partially fulfilling this mandate.

In summary, while this detailed review of the JTA may be considered by some to be a somewhat scathing attack, it is not. From the viewpoint of this author the JTA is suffering some of the classic symptoms exhibited by similar international organizations which have stagnated and no longer challenge themselves to provide their Members with the best possible levels of professional service. The blame for the current condition could be directed toward any of a number of causal agents including the Membership, the Board or the Professional Staff. It really does not matter. What does matter is where does the JTA proceed from here onward.

The facts are that today the JTA is still operating and continues to be perceived by its External Stakeholders to represent from within the Private Sector, the export trade domain. If the Internal Stakeholders (Members, Board and Professional Staff) take this analysis as it is intended and use it in a positive manner to rebuild and reinvigorate the JTA, the organization can become once again what the original organizers envisaged, a strong association representing Jordanian Exporters in the international market place.

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Note: The following data was extracted from the USAID-funded, AMIR Program-sponsored Business Associations Membership Survey (BAI Component - Year 1 - MS #3) conducted for the JTA by CDG/Al-Jidara joint venture in May, 1998. This author has taken the liberty of modifying somewhat the interpretation of the findings of that survey. A copy of the full survey has been provided to USAID, the AMIR Program Team and to the JTA.

JTA Most Valued Services
(Ranked By Priority)**Business Development**

Export and import promotion
Hosting of foreign delegations

Information

Workshops, Seminars and Lectures
Newsletters, bulletins, reports, member directory

Representation

Representation for business before government ministries
Networking with Other Members

Certification

Before we look into these rankings it is important to note several potential problems identified indirectly by the inclusion and exclusion of two important basic component services. First, the JTA Members surveyed rated Certification as the least valued of the JTA services. The fact is the JTA does not nor has it ever offered Certification services. This service is only available through the Amman Chamber of Commerce. Second, the JTA does offer a fairly extensive series of training opportunities which it considers important to the Membership and which it reports are fairly well attended by Members. However JTA Members responding to this survey did not rank Training as a Valued JTA service. Based on these findings there are reputedly individuals within the JTA whom consider the entire survey to be flawed either due to sample size or survey methodology. The author of this document recognizes those concerns but believes there is enough substantiative evidence to proceed using some of the results reported from the Member Survey.

Business Development is and should be considered by JTA Members as the most Valued Service offered by the association. It is probably the number one objective of the organization and by far and away the easiest for the Members to measure in terms of direct impact on their profitability. The JTA prides itself on being able to identify and open potential markets for Jordanian products and services. The Members equally sense the potential business opportunity offered by such an alliance. Export promotion is a core competency held by the JTA and one which should be used as the foundation for future growth. To a much lesser degree the Members also consider an element of this service, that of hosting foreign delegations, to still be somewhat important to their enterprises.

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This may be because most visiting delegations are in the selling, not purchasing mode. JTA delegations while visiting foreign countries are probably perceived in much the same manner by their counterparts.

Information is the second highest rated service offered by the JTA to its Members. Here we may find the responses indicate something other than the survey team anticipated. This author believes it is simply a question of terminology, not content. In this category the provision of Workshops, Seminars and Lectures was considered very valuable by the JTA Members who perceived this to be an information delivery system. The JTA indicates from its side this is actually integrated into its Member Training program. Thus the author believes he may have answered the missing response to Training as a Valued Service. It is simply a communications glitch. The bottom line is both the JTA and its Members consider the exchange of information and/or training to be valued services. JTA believes it delivers these services quite well and certainly should consider equal or expanded offerings in future again as a core competency of the organization.

On the other hand the Members of the JTA apparently have long memories as it has been quite some time since the JTA published a regular Newsletter. While it is interesting to note the Members still consider this a valued service what they may really be saying is we valued the Newsletter and JTA should initiate publication once again. This issue should be further discussed during the strategic planning process.

The third highest rated service offered by the JTA to Members is Representation, particularly before Government ministries. As was illustrated in the previous section this representation is usually reactionary in nature. That is, a JTA Member has a specific problem and requests the organization to intercede on the Member's behalf. While this activity can be considered very important to the individual Member, the time consumed and the result obtained may not be in the best interest of the Members at large. If the JTA was taking a more pro-active approach to Government interventions on behalf of the Membership it may find it had a greater impact and longer lasting effect. In other words if the JTA reserved its energies and resources for the "big" issues, the little problems may take care of themselves or never surface at all.

The Members were equally clear in their declaration through the survey that the JTA needed to give its attention to the following Services which are perceived by the Members to be of importance.

Services Needed
(ranked by priority)

Internal Improvement

Better Representation (tie)
Better Training

Better Information

Better Business Development

These service improvements will be dealt with later in this document. However it is worth noting several selected open ended responses which may or may not have been directed toward the JTA.

“Enhance the operation by employing professional people”
“Bring in younger members and more dynamic people”
“More participation from the members themselves is absolutely necessary”
“Increase research and studies of markets. Publish the results to members”
“Work on enhancing communications”
“Unite all business associations in one entity. Consolidate BAs efforts”
“BA’s to have more influence with parliament”
“Get feedback from members”

Specifically JTA Members requested the following under the Additional Services survey category:

“Marketing Jordan through exhibitions”
“Contacts with foreign companies”
“Supporting Jordanian businesses by understanding their needs and defending their rights”
“Provide loans to small businesses”
“Creation of an institution for opening new export markets as well as fostering international relations”
“Provide access to all commercial matters locally and abroad”

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“Develop trade with Arab countries”

“Connect Jordan to the world via the internet and in that framework to support the electronic commerce by creating a network of computer companies”

Report of Findings

PRELIMINARY

Note: The AMIR Program Team developed and distributed the following “Food for Thought” memo for use by the participants in the JTA strategic planning session. These potentially actionable items were developed during the diagnostic study, in the member survey and in face-to-face meetings with the JTA Board members and staff. They are not nor were they intended to be comprehensive in nature. These notes were simply to be utilized as memory joggers and dialogue stimulators.

Food for Thought

The AMIR Project Team would like to bring to the attention of the Chairman and the Board of Directors of the Jordan Trade Association (JTA) the following **Findings** which have been identified as potential **Action Items** for consideration by the JTA during the Strategic Planning process which commences this week.

Mr. Larry Milner has completed a diagnostic study of the JTA which will soon be formally presented to the JTA Board. Preliminary results of this study indicate the JTA recorded a lower than mid-range total criteria score when compared to similar associations throughout the world.

Given this information one must suspect there is room for improvement and consequently several relevant items that require review and reinforcement.

FINDING - ONE

The JTA does not currently have a written long range plan.

Action Item

The Board of the JTA needs to develop a three to five year strategic plan including Mission Statement, Objectives and Programs of Work.

FINDING - TWO

The JTA needs to expand its non-dues revenue generating activities.

Action Item

The JTA has a fairly good balance between dues and non-dues income however if it wishes to expand its services, the association will need to identify and implement innovative revenue generation schemes.

FINDING - THREE

The JTA may have lost its way.

Action Item

JTA Members do not appear to be very active in association activities. The association may not be providing services and benefits Members believe they should or could be receiving. It may be prudent to perform an in-depth assessment of the core competencies of the organization to ensure these activities remain significant to the Members. Other services and benefits may need to be introduced to attract and retain active Members.

FINDING - FOUR

The JTA seems to be lacking some of the infrastructure elements and many of the standard administrative tools needed to manage and grow a successful business association.

Action Item

The JTA Board through the Managing Director needs to put into place those fundamental association infrastructure elements critical to success. These missing piece-parts were highlighted during the diagnostic review.

FINDING - FIVE

The Membership Base of the JTA appears to be quite low when compared the total number of Jordanian exporters.

Action Item

Research should be undertaken to identify which Jordanian exporters are not currently JTA Members. A specially designed Membership Recruitment campaign should be undertaken to enlist these enterprises into the association. As an adjunct activity a Membership Retention program needs to be implemented to reduce Member turnover.

FINDING - SIX

The JTA needs to initiate a public policy advocacy program.

Action Item

The JTA Board needs to initiate a pro-active advocacy program which addresses those public policy issues affecting the private sector, especially exporters. Current issues that may warrant consideration for further research and position development include WTO membership and impact of IPR rules.

FINDING - SEVEN

The JTA's Public Relations/Communications tools need to be re-evaluated.

Action Items

The JTA staff needs to utilize readily available desktop publishing programs to transform all of its published materials into more "Member Friendly" marketing devices. Members and potential members should regularly be able to see themselves and others in similar circumstances receiving recurring benefits and a return on their investment in the JTA.

During the brain storming sessions which will be conducted this week the following items related to the planning process may be discussed. **Your valued input is important** to the success of this exercise and to the development of a meaningful long range Strategic Plan for the JTA.

Today's Realities - Tomorrow's Opportunities

Mission Statement	Organizational Objectives
Program of Work	Priorities
Activities	Pitfalls
Core Competencies	Organizational Structure
Staffing	Member Services
Income Generation	Expense Control
Member Recruitment - Retention	Public Policy Analysis
Public Policy Advocacy	Staff Development
Board Development - Role/Responsibility	Public Relations
Financial Controls	Issues Management

This preliminary report should not be taken to be comprehensive in nature or content as it is only intended at this point to stimulate creative thinking and active dialogue. During the brainstorming sessions these and many other issues will be raised and discussed.

SUPPLEMENTARY

Note: Following on the completion of the brainstorming meeting, Mr. Ash and Dr. Ayoubi developed from that dialogue additional areas of attention that may need to be addressed by the JTA.

Further Association Issues to be Addressed

The current Job Descriptions provided do not reflect current Job Titles

The Current By-Laws are not Member oriented. It speaks to helping the entire private sector as a society not an association. Training (for Members or non-members) is not mentioned in the By-Laws.

As reflected in the Annual Report (1997) the JTA seems to be participating in various activities rather than hosting or sponsoring these events. It needs to take a leadership role for the Private Sector and not a back bench to Government or larger organizations.

The JTA seems to have taken a pro-active stance on several relevant issues in 1997 (Annual Report) but nowhere is any follow-up detailed nor has this advocacy activity and result been conveyed to the Members.

The JTA is operating on a very tight financial path. According to the latest audited financial statements it has never accumulated any significant reserves. (Recommended 6 months operating cover)

Door stickers, wall plaques and other logo carrying instruments must be made available for sale to Members (non-dues income) who should be encouraged to prominently displayed them in their work place, on their vehicles and their exported packaging.

WORKSHOP REPORT #1

Business Association Strategic Planning AMIR Program BAI Component Year 2 Milestone #4

DATE CONVENED: Saturday August 8, 1998

ORGANIZATION: Jordan Trade Association

VENUE: Conference Area/Library of JTA

TIME: 0930 hrs start with working lunch 1600 hrs stop

PARTICIPANTS: Kamal Kakish, JTA Vice Chairman
Remon B. Halteh, JTA Board Member
Salwa Bamieh, JTA Board Member
Mansour Ghishan, JTA Board Member
Halim F. Abu-Rahmeh, JTA Managing Director
Dr. Zaki Ayoubi, AMIR Program BAI Component Leader
Robert L. Ash, AMIR Program Association Planning Specialist

Note: The Chairman (out of country) and seven other Board Members were unable to attend.

Note: While it had been recommended these sessions be held over several days and in a so-called retreat setting this proved to be impossible due to other demands placed on the participants schedules. In fact, the Vice Chairman requested from the on-set that this Workshop be wrapped up in one day. From the beginning that was the target however it was quickly made apparent the JTA Board Members did not equally share the same opinions regarding the purpose of this exercise or the intent of the AMIR program. Fully 2 hours or more were lost before the actual brainstorming session could commence. This was not however lost time. It allowed for the participants to state their positions and convey their reservations regarding this interactive activity. Once the smoke had cleared everyone seemed ready to get down to business.

The participants actively contributed to continuing dialogue during the entire meeting.

The following agenda was loosely followed in an informal brainstorming atmosphere.

Introduction of Program by Dr. Ayoubi
Overview of expectations by Robert Ash

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Overview of Workshop Dialogue

Introductions all around.

Dr. Zaki Ayoubi opened the session by indicating to the participants they should take this opportunity to develop a comprehensive Strategic Plan which in addition to being used as a guide for the Board could be further used as an effective marketing tool for member recruitment and donor solicitation.

Mr. Ash indicated to the group that in his opinion, based on the diagnostic study just completed by Larry Milner, CIPE Association Specialist, the JTA did not have a long range plan in place.

The group confirmed at most it usually operated each year on a One Year or Current Year program.

Mr. Kakish noted the importance to any organization for a plan of action in order to attain the objectives of the organization

The open and often times unstructured dialogue highlighted the following points:

The population of Jordan is growing faster than the economy. There is a definite need for more employment opportunity. Growth in the export sector is one method of fulfilling this need.

While it has become a cliché, in Jordan the Private Sector is indeed the “Engine of Growth”.

Government does not recognize the value of the Private Sector and therefore is usually unresponsive to its needs.

While on the surface it may appear the Private Sector is successful in Jordan the fact is the current market is very bad for Private Share companies.

Mr. Ash asked why an Arab Common Market had never been established to encourage growth in regional trade?

The group indicated this had been discussed for many years but little progress had been made generally because of regional instability and gross differences between countries in customs tariffs which generate a great proportion of individual Government revenues.

Banks are currently on the brink. They are holding many loans for which repayment is quite doubtful. Further these loans are accumulating at a more rapid pace in recent months.

Mr. Ash indicated to the group the purpose of this exercise was to develop the basis for a comprehensive strategic plan for the JTA. He invited the participants to list what they considered to be important elements to be included as objectives or activities

The group responded with the following:

DEVELOP TRADE OPPORTUNITIES

PROMOTE EXPORT

COMMUNICATE - NETWORK

TRAINING

ADVOCACY

SPECIAL STUDIES

Mr. Ash looked around the walls of the office and noted the JTA did not have a clearly defined nor displayed Mission Statement. He suggested that might be the place to start so the previously offered elements could be appropriately assessed for incorporation into a strategic plan.

Ms. Bamieh interjected the following:

“ WHY DO WE HAVE TO WRITE A MISSION STATEMENT TO PARTICIPATE IN AMIR? WHY DOES JTA HAVE TO FOLLOW THE LEAD OF AMIR AND USAID?

Mr. Ash and Dr. Ayoubi stopped the brainstorming process to once again reinforce the purpose of the exercise and particularly how the AMIR project fit into the scheme of things.

For example:

AMIR HAS ELEMENTS SUCH AS PUBLIC POLICY ANALYSIS AND
ADVOCACY THAT MAY BE IMPORTANT TO JTA MEMBERS

VALUABLE RESOURCES SUCH AS TECHNICAL ASSISTANCE AND
TRAINING MAY BE AVAILABLE

To restart the session Mr. Ash indicated he believe the JTA had stagnated and needed to be reactivated.

It was noted by Mr. Ghishan even though the JTA has had some successes over the years the vision of the original organisers in 1988 has not been fulfilled.

General dialogue continued..

Membership is not active in association development

Membership is down about 20% from its peak

Three

JTA only represents about 10% of the top 100 export oriented enterprises in Jordan

Current work plans are short-sighted

Concern for future of JTA

Members have unique needs

Ms. Bamieh then offered the following comment:

“MAYBE JTA DOES NOT NEED EXTERNAL ASSISTANCE AND THE ACCOMPANYING INFLUENCES!”

Discussion was once again halted to discuss her concerns. Once she seemed satisfied with the explanation the interactive group dialogue continued as follows:

Mr. Ash established the criteria for a good Mission Statement and requested the group to develop the elements they considered important for inclusion in such a declaration, some objectives and even some strategies.

The participants offered the following:

non profit association

new and existing exporters

information

legislation

government not business oriented

private sector not well represented ie: JEDCO

private sector needs majority representation on consultative boards

advocacy - the system is quite immature in Jordan

export capabilities

quality - ISO QA upgrade to international standards

communications

criteria for new members

good reputation

sound management structure

Three

solid financial condition

high standards of quality

JTA promotion

Consider different levels of membership

Member-to-Member services offerings with discounts

Establish sub-committees

Activity committee - training, seminars

PR & Legal committee - advocacy

Research and Lobbying - advocacy

At this point in the discussion the MD handed over to Mr. Ash copies of the committees ToR that had been found missing during the diagnostic study. He was also provided with copies of several Memorandums of Understanding between JTA and similar organizations in other countries.

Finance is an obstacle to participation in JEDCO sponsored events, foreign trade exhibitions, etc.

Need to build cooperative relationship with JEDCO

Will be in competition with other associations

JEDCO wants to provide the umbrella under which all groups and companies would stand together

JTA has performed sectoral analysis

Have seminars to present results of studies (charge non-members a fee)
Members attend as a part of their basic benefits package

Arabic was used extensively for much of the dialogue so Mr. Ash was essentially “left out” in what appeared to be often times meaningful discussion. Dr. Ayoubi attempted to keep him informed.

Information, Training, Networking

How do we increase number of members?

Show members how an investment (dues) in JTA can result in increased sales and profit

Three

600 JD annual fee 400 JD initiation fee

Amman Summit - 1995 **obtain copy of proceedings!**

currently JTA with other associations has been involved in a dialogue with government on changes to the “purchase” (sales) tax system

gave up as government was not serious in participating in meaningful dialogue

At this point Mr. Ash requested the participants to separately prepare a list of Objectives for the JTA and indicated they must be prepared to sell their position to other participants until a consensus list was formulated.

The following points were put forth by the Board Members with duplications deleted from the list as the exercise continued:

increase membership base

become self reliant financially

need to provide on-line information retrieval system

need to provide members with up-to-date export market information, education and training

need to restructure organization

increase JTA presence

establish a reasonable membership criteria

need to develop mechanism for influencing legislation

need to develop professional staff

need affordable fee structure

need to upgrade quality of JTA services

need to upgrade to international standards the exported products and services produced by Jordanian companies

need to provide marketing training and services to increase exports

need to organize seminars for members and non-members

Three

need more effective public relations and communications

need to identify base of non-members (potential members)

need to increase non-dues income

need to offer professional technical marketing assistance

need to learn from international competition their ways of success

need to ensure all exporters in Jordan can join JTA and enjoy the benefits
(increased sales and profit) from such a relationship

At this point it was quite clear the agenda and the planning could not be accomplished in one session. The Vice Chairman indicated a conflict for the next day but the remaining participants indicated they would try to attend and participate in a brief second session.

Mr Ash indicated he would overnight develop an outline of the planning process including notes from this session, diagnostic interpretations and a review of the Member survey. Further he would prepare an outline for the Mission Statement, Objectives, Programs of Work, Schedule, Checkpoints and Budget.

The session was adjourned until the following day.

WORKSHOP REPORT #2

Business Association Strategic Planning AMIR Program BAI Component Year 2 Milestone #4

DATE CONVENED: Sunday August 9, 1998

ORGANIZATION: Jordan Trade Association

VENUE: Conference Area/Library of JTA

TIME: 1400 hrs start 1900 hrs finish

PARTICIPANTS: Remon B. Halteh, JTA Board Member until 1600 hrs
Salwa Bamieh, JTA Board Member until 1700 hrs
Halim F. Abu-Rahmeh, JTA Managing Director
Dr. Zaki Ayoubi, until 1600 hrs
Robert L. Ash

Note: The Chairman (out of country) and seven other Board Members were unable to attend. Further for this second session the Vice Chairman and a previously participating Board Member were also unable to attend.

Note: Mr. Ash delivered to today's participants a 40 page document similar in structure to this draft strategic plan. The document was intended as a guideline for today's more structured program.

This second session again did not start off as intended due to an apparent lack of communication between the MD and the Board. Ms. Bamieh raised concerns about the AMIR Participation Agreement which had been signed without her review and approval. Further she took great exception to the Findings reported in the Diagnostic Study and the Member Survey. She indicated the Findings were not representative of the Facts. Considerable Arabic dialogue ensued between the participants (excepting of course, non Arabic speaking Mr. Ash). Dr. Ayoubi explained it would be easier for them to respond to Ms. Bamieh's concerns in a familiar language. It was also revealed AMIR had not previously circulated a copy of the Diagnostic Study to the JTA so in fact Mr. Ash was providing new information to them. This document was copied and provided at once.

Mr. Ash opened the regular session by indicating there appeared to be entirely too many speciality organizations in Jordan. Each was pursuing a niche market and by doing so limiting its growth to a small number of potential members. He further stated this situation lead to several problems. First a small organization would have a limited voice in effecting change. Many small organizations usually equates to many Government contacts leaving Government with an opportunity to say the Private Sector is unorganizaed and lacks continuity in its message. Mr. Ash implored the JTA to establish broad parameters which would allow for strengthening of the organization and its potential impact on the External Stakeholders.

Overview of Workshop Dialogue

Mr. Ash indicated there was confusion regarding the name of the organization versus its projected mandate. In English the name of the organization is “Jordan Trade Association” and in Arabic the name is “Jordan Exporters Society”. Mr. Ash suggested based on the pronounced efforts in export promotion the organization consider renaming itself the “Jordan Exporters Association” during what might become a general metamorphosis of the organization. The participants agreed to consider this suggestion.

Each participant presented the case for his or her Objectives and Activities as set forth in the previous session. None of the suggestions were discarded as being inappropriate. In fact several items were added to the list.

JTA should provide foreign trade counselling
legal, shipping, banking

Arranging Buyer/Seller Meetings (Jordan and Other Countries)

JTA should sponsor an “Exporter of the Year” competition

JTA should provide internships for university students

JTA should propose and recruit speciality volunteers from the
US Peace Corps, United Nations Volunteers, International
Executive Service Corps (IESC) and various other country
volunteer programs (British, Danish, German, Japanese, etc.)

There was discussion regarding the suggested Mission Statement, changes were made accordingly. The Objectives were reviewed and similarly updated.

The remainder of the session was spent discussing the proposed objectives and activities and how they might fit within the various strategies. It was left to Mr. Ash to prepare a draft for review and consideration by the Board.

The general meeting was adjourned. Mr. Ash and the MD held a follow-on discussion reflecting on the outcome of the two meetings.

PLAN DEVELOPMENT

MISSION

MISSION STATEMENT

“The Mission of the Jordan Trade Association as a non-profit voluntary business association is to develop for its Members, export opportunities in the region and the global marketplace for its diverse range of quality Jordanian products and services.”

Prior to this strategic planning exercise the JTA did not have a well defined and separately articulated Mission Statement.

In all likelihood the By-Laws may need to be modified and approved by the Membership at a Special General Meeting to accommodate the affirmation of a new Mission Statement.

OBJECTIVES

The Objectives of the Jordan Trade Association are:

To Develop Regional and International Export Trade Opportunities for Jordanian Products and Services

To Promote Jordanian Exports Worldwide

To Provide Members with access to Education and Training Programs which improve the Quality of their products and services and as well as their Opportunity for Increasing Exports

To Promote Dialogue and Networking among Members

To Form Coalitions and Cooperate with other Private Sector organizations which complement and support the Mission, goals and objectives of the JTA.

To provide a substantive Influential Voice for Effecting Positive Change on those Public Policy Issues affecting JTA Members

To establish and professionally deliver Essential Programs for Members that achieve the Mission of the organization and meet the Needs of the Membership.

To Maintain the JTA in a Sound Financial Condition at all times

To provide Members with on-line access to accurate and up-to-date regional and international market information, statistics and other relevant data.

Prior to this strategic planning exercise the JTA's Objectives were somewhat ill defined.

Three**THE STRATEGY - A THREE YEAR PLAN**

The Board of Directors of the JTA have undertaken the first steps in the long range planning process of drawing up a comprehensive 3 Year Strategic Plan by formulating the new Mission Statement and revised organization Objectives which are presented in the two previous sections of this document.

Now that the “Why” and “What” questions have been resolved, we are properly positioned to articulate the “How” segment of the planning process. The Board of Directors working through and with Mr. Ash and Dr. Ayoubi have developed the following strategies:

The organization should strengthen and expand on its core competencies.**Develop More Regional and International Export Opportunities**

Promote Jordanian products and services at every opportunity

Develop and publish a Directory of Jordanian Exporters

Expand the Buyer-Seller Matchmaking concept

Develop additional alliances with counterpart Private Sector organizations in the region and throughout the world

Develop and submit to local embassies requests for funding assistance to allow JTA participation in selected trade fairs in their respective countries

Develop and offer to Members a Foreign Trade Counselling service which concentrates on legal, banking and shipping issues

Improve the Quality and Accessibility of Export Market related Trade Information

Catalogue the current hardcopy trade information library, culling out out-of-date materials.

Distribute to JTA Members a listing of available hardcopy reference materials

Develop within the JTA Internet website the capacity for JTA Members to access whatever on-line resources JTA currently has available.

Provide JTA Members with the Internet addresses for relevant trade information, statistics and business related Internet search engines

Sponsor Training Courses, Seminars and Lectures

Conduct a survey of Members to determine their needs and preferences for training courses and seminars

Organize and sponsor relevant training courses and seminars

Participate in AMIR Program sponsored workshops

Three

Participate in Regional and International Exhibits and Trade Fairs
Obtain a list of scheduled Exhibits and Trade Fairs
Survey the Members to determine their participation preferences
Sponsor exhibits and trade fairs that enhance JTA Members
opportunities to expand their export potential world-wide
Build a cooperative relationship with JEDCO as an equal partner

Represent the Members and the JTA before various Government Ministries
Continue to represent individual Member interests and concerns before
various Government entities as needed by the Member being mindful
of the need for consistency and compatibility with JTAs publicly
advocated positions

The organization should increase and expand its membership base.

Analyze Current Membership Recruitment/Retention Program
Identify the "Top 100" Exporters - Target Them for Recruitment
Train Board, Staff and Member Volunteers in professional
Membership Recruitment/Retention techniques
Design and Conduct Annual Membership Recruitment/Retention Drive
Develop and distribute a New Member orientation kit

The organization needs to more fully develop its professional staff, the Board of Directors and Members.

Write and implement a Policy and Procedures Manual which includes
an Employee Handbook and Job Descriptions
Formulate an Employee Evaluation System and conduct
Annual Personnel Evaluations
Design and execute individualized staff training programs
Augment the Professional Staff with qualified international volunteers
while newly recruited JTA are being trained
Write and implement a Board Policy Manual with Code of Ethics
Establish an Executive Committee and form new standing committees
Develop Terms of Reference and Member Orientation Kits for all committees
Identify qualified active Members for Committee membership
Involve Members in JTA programs
Sponsor a University Internship program to augment JTA staff and allow
Members the opportunity to co-sponsor these same individuals within their
own enterprises

The organization needs to strengthen its financial condition.

Develop a Cost-to-Serve figure that reflects the total loaded cost with
overheads of the association divided by Total Membership
Adjust Membership Dues to at least the minimum Cost Recovery figure

Three

Develop and implement a Fees-for-Services schedule for Non-Members and other JTA associated clients

Identify and implement other Non-Dues revenue generating schemes

Negotiate with international partners (donors) for recovery of operational overheads related to project implementation and operation including staff salaries.

Identify, prepare and present Project Proposals and Funding Requests to various international Foundations and donors that share similar Values, Mission and Objectives to the JTA.

Obtain and implement an Off-The-Shelf Association Management computer software system

The organization should implement a professional communications program

Improve the image of the JTA to Members and External Stakeholders

Evaluate and redesign current JTA literature

Revamp the JTA Annual Report and use it as a marketing tool

Hold periodic Briefings for Members and External Stakeholders

Communicate More Effectively with Members and External Stakeholders

Design, Implement and nurture a Member-to-Member Network

Sponsor an "Exporter of the Year" awards program

The organization needs to take a pro-active role when dealing with Public Policy Issues affecting its Members.

Develop an In-House Issues Management (Analysis and Advocacy) capacity

Train In-House Policy Advocates (JTA issues Spokespersons)

Develop consensus positions with other Private Sector organizations supporting JTA's position on Public Policy Issues

Present to and gain acceptance from External Stakeholders, including Government officials and Politicians, for JTA positions

Participate in various AMIR Program Public-Private forums

Identify relevant Governing bodies on which JTA does not currently have representational presence - solicit a position within these institutions

The following sets of Programs of Work have been developed to define what Actions must be taken to accomplish the Strategies outlined above. Each set relates back to a particular strategy and covers three years of activities. Following the PoWs is a 3 Year Implementation Schedule, an Objectives and Checkpoints table and the Budget Requirement (as yet undeveloped) to fulfil the three year plan.

The JTA Board of Directors needs to work with the AMIR Program staff to develop a comprehensive and realistic 3 Year Budget based on the Strategic Plan. Further the Board needs to review the organization By-Laws and develop the amendments

Three

necessary to implement its Strategic Plan.

The JTA Board needs to consider a name change for the organization, approve the Strategic Plan, Budget and By-Law Amendments prior to calling a Special General Meeting of the Members.

Further the JTA Board needs to establish an Executive Committee consisting of the Chairman, Vice Chairman, Secretary, Treasurer and Managing Director to handle administrative, financial, personnel and non policy related matters for the JTA. This Executive Committee should meet monthly.

The new committees suggested within the various PoWs should meet at least monthly and report to the Board quarterly. Committee Members should become actively involved in the development and implementation of the activities outlined in their Committee descriptions and PoWs. This tactic will temporarily shift some of the burden from the professional staff to the Membership until adequate numbers of qualified staff can be recruited and trained. At that point some of the Committee work can be redirected toward the professional staff.

The JTA Board itself should meet once a quarter plus the Annual General Meeting. The Board should receive and consider various committee reports and restrict its agenda to JTA policy setting and strategic planning.

The Members should approve the name change, Strategic Plan, Budget and By-Laws Amendments as presented and explained to them by the Board.

The Board and JTA Staff should undertake to implement the Strategic Plan and its associated Programs of Work.

Jordan Trade Association

Program of Work - Business Development

Member Services Committee

Year One (1998 - 1999)

Committee Goal: To provide essential services which help JTA Members develop regional and international export opportunities

Objective: Promote Jordanian products and services at every opportunity

Establish a Buyer-Seller Matchmaking scheme

Alliances with similar organizations in the region and throughout the world

Strategies/Tasks/Activities: Design and implement a Buyer-Seller Matching scheme

Identify and formalize relations with those counterpart organizations in the region and throughout the world that can ally with JTA to open doors to new niche markets for Jordanian exports

Formulate and submit to local embassies and other international donor organizations specific proposals for financial and technical assistance related to the activities contained herein

Measurement Criteria: JTA Members report increased exports to new markets
Buyer-Seller scheme functioning
Two new alliances formed with similar organizations in other countries
Funding Proposals submitted and approved, funds and technical assistance received

Individual Responsible: Committee Chairperson

Time Line: Increase Export Opportunities Continuous
Buyer-Seller Scheme initiated November 1998
New Counterpart Alliances December 1998
Funding Proposals Approved November 1998

Resources Needed:

Internal: Increased Participation by JTA Members
External: Funding and Technical Assistance from donors

Jordan Trade Association

Program of Work - Business Development

Member Services Committee

Year Two (1999-2000)

Committee Goal: To provide essential services which help JTA Members develop regional and international export opportunities

Objective: Promote Jordanian products and services at every opportunity

Facilitate Buyer-Seller Matchmaking scheme

Alliances with similar organizations in the region and throughout the world

Establish Foreign Trade Counselling Service

Strategies/Tasks/Activities: Manage Buyer-Seller Matching scheme

Identify and formalize relations with those counterpart organizations in the region and throughout the world that can ally with JTA to open doors to new niche markets for Jordanian exports

Design and implement a Foreign Trade Counselling Service including elements for legal, banking and shipping

Formulate and submit to local embassies and other international donor organizations specific proposals for financial and technical assistance related to the activities contained herein

Measurement Criteria: JTA Members report increased exports to new markets
Buyer-Seller scheme functioning
Four new alliances formed with similar organizations in other countries
Foreign Trade Counselling Service functioning
Funding Proposals submitted and approved, funds and technical assistance received

Individual Responsible: Committee Chairperson

Jordan Trade Association

Program of Work - Business Development

Member Services Committee

Year Two (1999-2000)

continued

Time Line:

Increase Export Opportunities	Continuous
Buyer-Seller Scheme functioning	Continuous
New Counterpart Alliances	Continuous
Foreign Trade Counselling initiated	January 2000
Funding Proposals Approved	November 1999

Resources Needed:

Internal:

Increased Participation by JTA Members

External:

Funding and Technical Assistance from donors

Jordan Trade Association

Program of Work - Business Development

Member Services Committee

Year Three (2000-2001)

Committee Goal: To provide essential services which help JTA Members develop regional and international export opportunities

Objective: Promote Jordanian products and services at every opportunity

Facilitate Buyer-Seller Matchmaking scheme

Alliances with similar organizations in the region and throughout the world

Offer Foreign Trade Counselling Services

Strategies/Tasks/Activities:

Manage Buyer-Seller Matching scheme

Identify and formalize relations with those counterpart organizations in the region and throughout the world that can ally with JTA to open doors to new niche markets for Jordanian exports

Manage Foreign Trade Counselling Service

Develop and publish a Directory of Jordanian Exporters

Formulate and submit to local embassies and other international donor organizations specific proposals for financial and technical assistance related to the activities contained herein

Measurement Criteria:

JTA Members report increased exports to new markets
Buyer-Seller scheme functioning
Six new alliances formed with similar organizations in other countries
Foreign Trade Counselling Service functioning
Directory of Jordanian Exporters published
Funding Proposals submitted and approved, funds and technical assistance received

Individual Responsible:

Committee Chairperson

Jordan Trade Association

Program of Work - Business Development

Member Services Committee

Year Three (2000-2001)

continued

Time Line:

Increase Export Opportunities	Continuous
Buyer-Seller Scheme functioning	Continuous
New Counterpart Alliances	Continuous
Foreign Trade Counselling operating	Continuous
Jordanian Exporters Directory	February 2001
Funding Proposals Approved	November 2000

Resources Needed:

Internal:

Increased Participation by JTA Members

External:

Funding and Technical Assistance from donors

Jordan Trade Association

Program of Work - Trade Information

Member Services Committee

Year One (1998 - 1999)

Committee Goal: To provide essential services which help JTA Members develop regional and international export opportunities

Objective: Up-to-date catalogued Reference Library

JTA Internet Web Site

Up-to-date accessible Trade Information via Internet

Strategies/Tasks/Activities:

- Catalogue the current hardcopy Trade Information reference library, culling out out-of-date materials
- Distribute to JTA Members a comprehensive listing of currently available hardcopy reference materials
- Design and maintain a JTA Internet Web Site which allows JTA Members to access on-line relevant Trade data and export opportunities
- Provide JTA Members with the Internet addresses for relevant trade information, statistics and business related search engines

Measurement Criteria:

- JTA Reference Library organized
- JTA Internet Web Site Functioning
- JTA Members using Internet Resources

Individual Responsible: Committee Chairperson

Time Line:

Increase Export Opportunities	Continuous
Reference Library Catalogued	February 1999
JTA Internet Site Established	December 1998
JTA Members Searching Internet	Continuous

Resources Needed:

Internal: Increased Participation by JTA Members

External:

Jordan Trade Association

Program of Work - Trade Information

Member Services Committee

Year Two (1999-2000)

Committee Goal: To provide essential services which help JTA Members develop regional and international export opportunities

Objective: Up-to-date catalogued Reference Library

JTA Internet Web Site

Up-to-date accessible Trade Information via Internet

Strategies/Tasks/Activities: Maintain the current hardcopy Trade Information reference library, culling out out-of-date materials

Distribute to JTA Members a comprehensive listing of currently available hardcopy reference materials

Maintain a JTA Internet Web Site

Provide JTA Members with the Internet addresses for relevant trade information, statistics and business related search engines

Measurement Criteria: JTA Reference Library Functioning
JTA Internet Web Site Functioning
JTA Members using Internet Resources

Individual Responsible: Committee Chairperson

Time Line: Increase Export Opportunities Continuous
Reference Library Maintained Continuous
JTA Internet Site Established Continuous
JTA Members Searching Internet Continuous

Resources Needed:

Internal: Increased Participation by JTA Members
External:

Three

Jordan Trade Association

Program of Work - Trade Information**Member Services Committee****Year Three (2000-2001)**

Committee Goal: To provide essential services which help JTA Members develop regional and international export opportunities

Objective: Up-to-date catalogued Reference Library

JTA Internet Web Site

Up-to-date accessible Trade Information via Internet

Strategies/Tasks/Activities: Maintain the current hardcopy Trade Information reference library, culling out out-of-date materials

Distribute to JTA Members a comprehensive listing of currently available hardcopy reference materials

Maintain a JTA Internet Web Site

Provide JTA Members with the Internet addresses for relevant trade information, statistics and business related search engines

Measurement Criteria: JTA Reference Library Functioning
JTA Internet Web Site Functioning
JTA Members using Internet Resources

Individual Responsible: Committee Chairperson

Time Line: Increase Export Opportunities Continuous
Reference Library Maintained Continuous
JTA Internet Site Established Continuous
JTA Members Searching Internet Continuous

Resources Needed:

Internal: Increased Participation by JTA Members
External:

Jordan Trade Association

Program of Work - Training and Education

Member Services Committee

Year One (1998 - 1999)

Committee Goal: To provide essential services which help JTA Members develop regional and international export opportunities

Objective: Organize and Sponsor Relevant Training Courses

Organize and Sponsor Relevant Seminars

Participate in Private Sector Workshops

Strategies/Tasks/Activities: Conduct a survey of JTA Members to determine their needs and preferences for training courses and seminars

Design, sponsor and deliver relevant training courses and seminars

Publish an Annual JTA Training Schedule

Identify and participate in relevant Private Sector Workshops

Formulate and submit to local embassies and other international donor organizations specific proposals for financial and technical assistance related to the activities contained herein

Measurement Criteria: JTA Member Training Needs Assessment accomplished
JTA Sponsored Training Courses being delivered
JTA Sponsored Seminars being conducted
JTA Participation in Private Sector Workshops
JTA receives donor assistance

Individual Responsible: Committee Chairperson

Time Line: Increase Export Opportunities Continuous
Needs Assessment Completed October 1998
Training Schedule Published December 1998
Training/Seminars Delivered Continuous

Resources Needed:

Internal: Increased Participation by JTA Members

External: Donor Support

Jordan Trade Association

Program of Work - Training and Education

Member Services Committee

Year Two (1999-2000)

Committee Goal: To provide essential services which help JTA Members develop regional and international export opportunities

Objective: Organize and Sponsor Relevant Training Courses

Organize and Sponsor Relevant Seminars

Participate in Private Sector Workshops

Strategies/Tasks/Activities: Design, sponsor and deliver relevant training courses and seminars

Publish an Annual JTA Training Schedule

Identify and participate in relevant Private Sector Workshops

Formulate and submit to local embassies and other international donor organizations specific proposals for financial and technical assistance related to the activities contained herein

Measurement Criteria: JTA Sponsored Training Courses being delivered
JTA Sponsored Seminars being conducted
JTA Participation in Private Sector Workshops
JTA receives donor assistance

Individual Responsible: Committee Chairperson

Time Line:	Increase Export Opportunities	Continuous
	Training Schedule Published	December 1999
	Training/Seminars Delivered	Continuous

Resources Needed:

Internal:	Increased Participation by JTA Members
External:	Donor Support

Three

Jordan Trade Association

Program of Work - Training and Education**Member Services Committee****Year Three (2000-2001)**

Committee Goal:	To provide essential services which help JTA Members develop regional and international export opportunities	
Objective:	Organize and Sponsor Relevant Training Courses	
	Organize and Sponsor Relevant Seminars	
	Participate in Private Sector Workshops	
Strategies/Tasks/Activities:	Design, sponsor and deliver relevant training courses and seminars	
	Publish an Annual JTA Training Schedule	
	Identify and participate in relevant Private Sector Workshops	
	Formulate and submit to local embassies and other international donor organizations specific proposals for financial and technical assistance related to the activities contained herein	
Measurement Criteria:	JTA Sponsored Training Courses being delivered JTA Sponsored Seminars being conducted JTA Participation in Private Sector Workshops JTA receives donor assistance	
Individual Responsible:	Committee Chairperson	
Time Line:	Increase Export Opportunities	Continuous
	Training Schedule Published	December 2000
	Training/Seminars Delivered	Continuous
Resources Needed:		
Internal:	Increased Participation by JTA Members	
External:	Donor Support	

Jordan Trade Association

Program of Work - Exhibitions and Trade Fairs

Member Services Committee

Year One (1998 - 1999)

Committee Goal:	To provide essential services which help JTA Members develop regional and international export opportunities
Objective:	Co-Sponsor and participate in regional and international Trade Exhibitions Co-Sponsor and participate in regional and international Trade Fairs Cooperative Equal Partner Relationship with JEDCO
Strategies/Tasks/Activities:	Develop a comprehensive list of scheduled regional and international Exhibitions and Trade Fairs Conduct a survey of JTA Members to determine their preferences and proposed levels of participation Organize co-sponsorship and participation in selected regional and international Exhibitions and Trade Fairs Tie in Exhibition - Trade Fair activity with Buyer-Seller scheme (see Trade Information PoW) Follow-up with JTA Members to determine levels of success Develop a cooperative Equal Partner relationship with JEDCO Formulate and submit to local embassies and other international donor organizations specific proposals for financial and technical assistance related to the activities contained herein
Measurement Criteria:	Comprehensive list of Exhibitions and Trade Fairs JTA Member Survey Completed JTA Participation in Exhibitions and Trade Fairs JTA Members report increased export opportunities Partnership Developed with JEDCO Funding and Technical Assistance received from Donors

Jordan Trade Association

Program of Work - Exhibitions and Trade Fairs

Member Services Committee

Year One (1998 - 1999)

continued

Individual Responsible:

Committee Chairperson

Time Line:

Increase Export Opportunities	Continuous
Trade Fair List developed	October 1998
Preference Survey Completed	November 1998
Exhibitions and Trade Fairs	Continuous
Ongoing Partnership with JEDCO	Continuous
Assistance received from donors	Continuous

Resources Needed:

Internal:

Increased Participation by JTA Members

External:

Donor Support

Jordan Trade Association

Program of Work - Exhibitions and Trade Fairs

Member Services Committee

Year Two (1999-2000)

Committee Goal:	To provide essential services which help JTA Members develop regional and international export opportunities
Objective:	Co-Sponsor and participate in regional and international Trade Exhibitions Co-Sponsor and participate in regional and international Trade Fairs Cooperative Equal Partner Relationship with JEDCO
Strategies/Tasks/Activities:	Develop a comprehensive list of scheduled regional and international Exhibitions and Trade Fairs Conduct a survey of JTA Members to determine their preferences and proposed levels of participation Organize co-sponsorship and participation in selected regional and international Exhibitions and Trade Fairs Tie in Exhibition - Trade Fair activity with Buyer-Seller scheme (see Trade Information PoW) Follow-up with JTA Members to determine levels of success Maintain cooperative Equal Partner relationship with JEDCO Formulate and submit to local embassies and other international donor organizations specific proposals for financial and technical assistance related to the activities contained herein
Measurement Criteria:	Comprehensive list of Exhibitions and Trade Fairs JTA Member Survey Completed JTA Participation in Exhibitions and Trade Fairs JTA Members report increased export opportunities Partnership Maintained with JEDCO Funding and Technical Assistance received from Donors

Jordan Trade Association

Program of Work - Exhibitions and Trade Fairs

Member Services Committee

Year Two (1999-2000)

continued

Individual Responsible:

Committee Chairperson

Time Line:

Increase Export Opportunities	Continuous
Trade Fair List developed	October 1999
Preference Survey Completed	November 1999
Exhibitions and Trade Fairs	Continuous
Ongoing Partnership with JEDCO	Continuous
Assistance received from donors	Continuous

Resources Needed:

Internal:

Increased Participation by JTA Members

External:

Donor Support

Jordan Trade Association

Program of Work - Exhibitions and Trade Fairs

Member Services Committee

Year Three (2000-2001)

Committee Goal:	To provide essential services which help JTA Members develop regional and international export opportunities
Objective:	Co-Sponsor and participate in regional and international Trade Exhibitions Co-Sponsor and participate in regional and international Trade Fairs Cooperative Equal Partner Relationship with JEDCO
Strategies/Tasks/Activities:	Develop a comprehensive list of scheduled regional and international Exhibitions and Trade Fairs Conduct a survey of JTA Members to determine their preferences and proposed levels of participation Organize co-sponsorship and participation in selected regional and international Exhibitions and Trade Fairs Tie in Exhibition - Trade Fair activity with Buyer-Seller scheme (see Trade Information PoW) Follow-up with JTA Members to determine levels of success Maintain cooperative Equal Partner relationship with JEDCO Formulate and submit to local embassies and other international donor organizations specific proposals for financial and technical assistance related to the activities contained herein
Measurement Criteria:	Comprehensive list of Exhibitions and Trade Fairs JTA Member Survey Completed JTA Participation in Exhibitions and Trade Fairs JTA Members report increased export opportunities Partnership Maintained with JEDCO Funding and Technical Assistance received from Donors

Jordan Trade Association

Program of Work - Exhibitions and Trade Fairs

Member Services Committee

Year Three (2000-2001)

continued

Individual Responsible:

Committee Chairperson

Time Line:

Increase Export Opportunities	Continuous
Trade Fair List developed	October 2000
Preference Survey Completed	November 2000
Exhibitions and Trade Fairs	Continuous
Ongoing Partnership with JEDCO	Continuous
Assistance received from donors	Continuous

Resources Needed:

Internal:

Increased Participation by JTA Members

External:

Donor Support

Jordan Trade Association

Program of Work - JTA Member Representation

Member Services Committee

Year One (1998 - 1999)

Committee Goal:	To provide essential services which help JTA Members develop regional and international export opportunities	
Objective:	Professional quality representation of individual JTA Members before various Government entities	
	Cooperative relationship with all relevant Government entities	
Strategies/Tasks/Activities:	Develop in advance of need, cooperative dialogue and closer relationships with relevant Government entities	
	Represent the JTA Members' interests before Government whenever required	
	Follow-up with JTA Members to determine levels of success	
Measurement Criteria:	Cooperative Relationships developed with Government JTA Members Professionally represented JTA Members' positions accepted by Government	
Individual Responsible:	Committee Chairperson	
Time Line:	Cooperative Relationships Developed	Continuous
	Members' Problems Resolved	Continuous
Resources Needed:		
Internal:	Increased Participation by JTA Members	
External:		

Jordan Trade Association

Program of Work - JTA Member Representation

Member Services Committee

Year Two (1999-2000)

Committee Goal: To provide essential services which help JTA Members develop regional and international export opportunities

Objective: Professional quality representation of individual JTA Members before various Government entities

Cooperative relationship with all relevant Government entities

Strategies/Tasks/Activities: Develop in advance of need, cooperative dialogue and closer relationships with relevant Government entities

Represent the JTA Members' interests before Government whenever required

Follow-up with JTA Members to determine levels of success

Measurement Criteria: Cooperative Relationships developed with Government
JTA Members Professionally represented
JTA Members' positions accepted by Government

Individual Responsible: Committee Chairperson

Time Line: Cooperative Relationships Developed Continuous
Members Problems Resolved Continuous

Resources Needed:

Internal: Increased Participation by JTA Members
External:

Jordan Trade Association

Program of Work - JTA Member Representation

Member Services Committee

Year Three (2000-2001)

Committee Goal:	To provide essential services which help JTA Members develop regional and international export opportunities	
Objective:	Professional quality representation of individual JTA Members before various Government entities	
	Cooperative relationship with all relevant Government entities	
Strategies/Tasks/Activities:	Develop in advance of need, cooperative dialogue and closer relationships with relevant Government entities	
	Represent the JTA Members' interests before Government whenever required	
	Follow-up with JTA Members to determine levels of success	
Measurement Criteria:	Cooperative Relationships developed with Government JTA Members Professionally represented JTA Members' positions accepted by Government	
Individual Responsible:	Committee Chairperson	
Time Line:	Cooperative Relationships Developed	Continuous
	Members Problems Resolved	Continuous
Resources Needed:		
Internal:	Increased Participation by JTA Members	
External:		

Jordan Trade Association

Program of Work - Human Resources Development

Year One (1998 - 1999)

Human Resource Committee

Committee Goal:

To ensure JTA Staff and Management are afforded every opportunity to develop into high calibre professional association employees and JTA Members can effectively contribute to the performance of the association

Objective:

Adopt a Policy and Procedures Manual, Employee Handbook and Job Descriptions, Board Policy Manual and Code of Ethics

Augment the professional staff with qualified international volunteers and local university interns

Reorganize the JTA Committee Structure to make it more participatory in nature

Adopt an Employee Evaluation System and conduct Annual Personnel Appraisals

Adopt a Staff Training program

Strategies/Tasks/Activities:

Write and Implement a Policy and Procedures Manual which includes an Employee Handbook, Organization Chart (Members, Board, Committees, Staff, External Stakeholders) and Job Descriptions

Formulate an Employee Evaluation System and conduct Annual Personnel Appraisals with Development Plans

Evaluate Staff Training and Development needs and implement scheduled individual and group Training programs

Design and implement a JTA Job Application

Write and Implement a Board Policy Manual and Code of Ethics

Jordan Trade Association

Program of Work - Human Resources Development

Year One (1998 - 1999)

Human Resource Committee

continued

Establish new JTA Committees in support of the Board including: Executive, Membership, Human Resource Public Relations/Communications, Issues Management, etc.. Involve all qualified JTA Members

Assess the human resource requirement to implement this strategic plan and effectively provide the services contained therein. Prepare requests for qualified international volunteers and submit to the appropriate volunteer agencies. Recruit local university students as JTA interns.

Measurement Criteria:

Policy and Procedures Manuals in use
Employment Evaluation System in use and all
Employees appraised annually
Staff Training Program in effect
Association Staff appropriately augmented
JTA Committees Restructured

Individual Responsible:

Committee Chairperson

Time Line:

Policy and Procedures Manuals	October 1998
Employee Evaluation System	November 1998
Staff Training Program	December 1998
Augmented Staff in Place	January 1999
New Committees Functioning	October 1998

Resources Needed:

Internal:

Increased Human Resource Development Budget
Increased Participation by JTA Members

External:

Technical Training for JTA Board and Staff
Volunteers and Interns

Jordan Trade Association

Program of Work - Human Resources Development

Year Two (1999 - 2000)

Human Resource Committee

Committee Goal:	To ensure JTA Staff and Management are afforded every opportunity to develop into high calibre professional association employees and JTA Members can effectively contribute to the performance of the association
Objective:	<p>Adopt a Policy and Procedures Manual, Employee Handbook and Job Descriptions, Board Policy Manual and Code of Ethics</p> <p>Augment the professional staff with qualified international volunteers and local university interns</p> <p>Reorganize the JTA Committee Structure to make it more participatory in nature</p> <p>Adopt an Employee Evaluation System and conduct Annual Personnel Appraisals</p> <p>Adopt a Staff Training program</p>
Strategies/Tasks/Activities:	<p>Review current effectiveness of Policy and Procedures Manuals</p> <p>Review Employee Evaluation System and conduct Annual Personnel Appraisals with Development Plans</p> <p>Evaluate Staff Training and Development needs and schedule individual and group Training programs</p> <p>Evaluate effectiveness of revised Committee structure</p> <p>Assess on-going transitional requirements for volunteers and interns</p>

Jordan Trade Association

Program of Work - Human Resources Development

Year Two (1999 - 2000)

Human Resource Committee

continued

Measurement Criteria:

Policy and Procedures Manual in use
Employment Evaluation System in use and all
Employees appraised annually
Staff Training Program in effect
Volunteers and Interns in place and functioning
All Committees functioning effectively

Individual Responsible:

Committee Chairperson

Time Line:

Policy and Procedures Manuals	Continuous
Employee Evaluation System	Continuous
Staff Training Program	Continuous
Augmented Staff in Place	Continuous
New Committees Functioning	Continuous

Resources Needed:

Internal:

Increased Human Resource Development Budget
Increased Participation by JTA Members

External:

Technical Training for JTA Board and Staff
Volunteers and Interns

Jordan Trade Association

Program of Work - Human Resources Development

Year Three (2000-2001)

Human Resource Committee

Committee Goal:

To ensure JTA Staff and Management are afforded every opportunity to develop into high calibre professional association employees and JTA Members can effectively contribute to the performance of the association

Objective:

Adopt a Policy and Procedures Manual, Employee Handbook and Job Descriptions, Board Policy Manual and Code of Ethics

Augment the professional staff with qualified international volunteers and local university interns

Reorganize the JTA Committee Structure to make it more participatory in nature

Adopt an Employee Evaluation System and conduct Annual Personnel Appraisals

Adopt a Staff Training program

Strategies/Tasks/Activities:

Maintain Policy and Procedures Manuals

Maintain Employee Evaluation System

Conduct Annual Personnel Appraisals with Development Plans

Evaluate Staff Training and Development needs and schedule individual and group Training programs

Assess on-going transitional requirements for volunteers and interns

Measurement Criteria:

Policy and Procedures Manual in use
Employment Evaluation System in use and all
Employees appraised annually
Staff Training Program in effect
Volunteers and Interns in place and functioning
All Committees functioning effectively

Jordan Trade Association

Program of Work - Human Resources Development

Year Three (2000-2001)

Human Resource Committee

continued

Individual Responsible:

Committee Chairperson

Time Line:

Policy and Procedures Manuals	Continuous
Employee Evaluation System	Continuous
Staff Training Program	Continuous
Augmented Staff in Place	Continuous
New Committees Functioning	Continuous

Resources Needed:

Internal:

Increased Human Resource Development Budget
Increased Participation by JTA Members

External:

Technical Training for JTA Board and Staff
Volunteers and Interns

Jordan Trade Association

Program of Work - Income Generation Year One (1998 - 1999)

Executive Committee

Committee Goal:	To ensure the JTA is in sound financial condition
Objective:	Develop New Sources of Non-Dues Revenue
	Ensure effective Expense Controls are in place
	Utilize Association Management computer program for overall administration
Strategies/Tasks/Activities:	Develop Cost-to-Serve figures
	Adjust Membership Dues to at least the minimum Cost Recovery figure
	Implement a Fees-for- Services schedule for Non-Members
	Identify and implement other Non-Dues revenue generating schemes
	Negotiate with international partners (donors) for recovery of operational overheads related to project implementation and operation.
	Identify, prepare and present Project Proposals and Funding Requests to various international Foundations and donors
	Obtain and implement an Off-The-Shelf (O-T-S) Association Management computer software system
Measurement Criteria:	New Dues Schedule for Members Fees-for-Services scheme in operation Revenue Producing Proposals
Individual Responsible:	JTA Chairman

Jordan Trade Association

Program of Work - Income Generation Year One (1998 - 1999)

Executive Committee

Continued

Time Line:	New Dues Schedule	October 1998
	Fees-for-Services	October 1998
	Revenue Producing Proposals	December 1998

Resources Needed:

Internal:

External:

O-T-S Association Management software

Jordan Trade Association

Program of Work - Income Generation **Year Two (19998 - 2000)**

Executive Committee

Committee Goal: To ensure the JTA is in sound financial condition

Objective: Develop New Sources of Non-Dues Revenue

Ensure effective Expense Controls are in place

Utilize Association Management computer program for overall administration

Strategies/Tasks/Activities: Continue Fees-for-Services schedule for Non-Members

Continue other Non-Dues revenue generating schemes

Negotiate with international partners (donors) for recovery of operational overheads related to project implementation and operation.

Identify, prepare and present Project Proposals and Funding Requests to various international Foundations and donors

Utilize Association Management computer software system

Measurement Criteria: New Dues Schedule for Members in effect
Fees-for-Services scheme in operation
Revenue Producing Proposals

Individual Responsible: JTA Chairman

Time Line:	New Dues Schedule	Continuous
	Fees-for-Services	Continuous
	Revenue Producing Proposals	Continuous

Resources Needed:

Internal:

External:

Jordan Trade Association

Program of Work - Income Generation Year Three (2000 - 2001)

Executive Committee

Committee Goal: To ensure the JTA is in sound financial condition

Objective: Develop New Sources of Non-Dues Revenue

Ensure effective Expense Controls are in place

Utilize Association Management computer program for overall administration

Strategies/Tasks/Activities: Continue Fees-for-Services schedule for Non-Members

Continue other Non-Dues revenue generating schemes

Negotiate with international partners (donors) for recovery of operational overheads related to project implementation and operation.

Identify, prepare and present Project Proposals and Funding Requests to various international Foundations and donors

Utilize Association Management computer software system

Measurement Criteria: New Dues Schedule for Members in effect
Fees-for-Services scheme in operation
Revenue Producing Proposals

Individual Responsible: JTA Chairman

Time Line:	New Dues Schedule	Continuous
	Fees-for-Services	Continuous
	Revenue Producing Proposals	Continuous

Resources Needed:

Internal:

External:

Jordan Trade Association

Program of Work - Membership Development Year One(1998 - 1999)

Membership Committee

Committee Goal:	To increase JTA membership in programmed increments to a point of financial and organizational self reliance.
Objective:	To retain current Members by providing quality services To attract 25 new Members
Strategies/Tasks/Activities:	Analyze current Member Retention/Recruitment program Identify the “Top 100” Exporters - Target for Recruitment Train Board, Staff and volunteers in professional Membership Retention/Recruitment techniques Develop and distribute a New Member Orientation Kit Conduct Annual Membership Retention/Recruitment program
Measurement Criteria:	Net “Dues Paying” Membership = 103
Individual Responsible:	Committee Chairman
Time Line:	Retention September 1998 - March 1999 Recruitment September 1998 - March 1999
Resources Needed:	
Internal:	Volunteers for Recruitment Drive Increased Membership Recruitment Budget
External:	Technical Assistance (Membership Recruitment Specialist) Technical Training for JTA Board and Staff

NOTE: It is suggested the JTA establish a Membership Committee to oversee the Member Recruitment and Retention process. This committee of three to four individuals should include the JTA Vice Chairman and other Board Members. This committee is not suited for regular JTA Member appointment.

Jordan Trade Association

Program of Work - Membership Development Year Two(1999 - 2000)

Membership Committee

Committee Goal:	To increase JTA membership in programmed increments to a point of financial and organizational self reliance.
Objective:	To retain current Members by providing quality services To attract 50 new members
Strategies/Tasks/Activities:	Analyze current Member Retention/Recruitment program Train Board and volunteers in professional Membership Retention/Recruitment techniques Conduct Annual Membership Retention/Recruitment program
Measurement Criteria:	Net "Dues Paying" Membership = 153
Individual Responsible:	Managing Director
Time Line:	Retention April 1999 - March 2000 Recruitment April 1999 - March 2000
Resources Needed:	
Internal:	Volunteers for Recruitment Drive Membership Recruitment Budget Training for JTA Board and Member Volunteers
External:	

Jordan Trade Association

Program of Work- Membership Development Year Three (2000 - 2001)

Membership Committee

Committee Goal:	To increase JTA membership in programmed increments to a point of financial and organizational self reliance.
Objective:	To retain current Members by providing quality services To attract 75 new members
Strategies/Tasks/Activities:	Analyze current Member Retention/Recruitment program Train Board and volunteers in professional Membership Retention/Recruitment techniques Conduct Annual Membership Retention/Recruitment program
Measurement Criteria:	Net "Dues Paying" Membership = 228
Individual Responsible:	Committee Chairman
Time Line:	Retention April 2000 - March 2001 Recruitment April 2000 - March 2001
Resources Needed:	
Internal:	Member Volunteers for Recruitment Drive Membership Recruitment Budget Training for JTA Board and Member Volunteers
External:	

Jordan Trade Association

Program of Work - Public Relations

Year One (1998 - 1999)

PR/Communication Committee

Committee Goal: Improved recognition by Members, prospective members and other External Stakeholders of the JTA as a legitimate representative on private sector issues., particularly those relating to regional and international exports.

Objective: To enhance the publications and support literature promoting JTA programs and services.

To strengthen the Lines of Communications between the JTA and its Members, prospective members and other External Stakeholders.

Strategies/Tasks/Activities: Gather together and review all current JTA publications and support literature and test for continuity (or lack there of)

Organize professional PR training for selected JTA staff

Redesign JTA publications and support literature as needed

Print and distribute upgraded JTA publications and support literature

Design, implement and nurture a Member-to-Member Network

Sponsor an "Exporter of the Year" awards program

Develop and implement a schedule of regular briefings and updates for JTA Members and External Stakeholders including the media and Government officials.

Measurement Criteria: All JTA publications and support literature are updated and project a common theme reflecting the current Mission, Objectives, Services and Benefits of the organization.
"Exporter of the Year" recognised by JTA
JTA Member-to-Member Network functioning

Individual Responsible: Committee Chairman

Time Line: Training/Technical Assistance September - November 1998
Implementation/Delivery December 1998 - March 1999

Jordan Trade Association

Program of Work - Public Relations

Year One (1998 - 1999)

PR/Communication Committee

continued

Resources Needed:

Internal:

Increased budget (apportioned) for upgraded publications
Increased budget for "Exporter of the Year" program

External:

Increased budget (apportioned) for upgraded publications
Technical Assistance (Public Relations Specialist)
Technical Training for JTA PR Staff (Public Relations Specialist)
Desktop Publishing Computer Software
Flatbed Scanner

NOTE: It is suggested a Public Relations/Communications committee be formed within the JTA. The Chairman should be appointed from among Board Members to ensure leadership and consistent delivery of Board Policy. Three to four regular JTA Members should be appointed to this committee preference should be given to individuals with PR or similar experience.

Jordan Trade Association

Program of Work - Public Relations

Year Two (1999 - 2000)

PR/Communications Committee

Committee Goal: Improved recognition by Members, prospective members and other External Stakeholders of the JTA as a legitimate representative on private sector issues, particularly those relating to regional and international exports.

Objective: To strengthen the Lines of Communications between the JTA and its Members, prospective members and other External Stakeholders.

To enhance Board and staff PR skills through on-site visits to similar private sector groups in other countries.

Strategies/Tasks/Activities: Develop and implement a schedule of regular briefings and updates for JTA Members and External Stakeholders including the media and Government officials.

Organize international training mission for selected JTA Board members and PR staff.

Design and implement enhanced PR program.

Nurture a Member-to-Member Network

Sponsor an "Exporter of the Year" awards program

Measurement Criteria: JTA conducts regular briefings for Members and External Stakeholders
"Exporter of the Year" recognized by JTA
JTA Member-to-Member Network functioning
JTA Board and Staff receive overseas training

Individual Responsible: Committee Chairman

Time Line: PR Interventions April 1999 - March 2000
Overseas visits June 1999

Resources Needed:

Internal: Increased budget (apportioned) for briefings/travel
External: Increased budget (apportioned) for briefings/travel
Technical Assistance (international organizations)

Jordan Trade Association

Program of Work - Public Relations

Year Three (2000-2001)

PR/Communications Committee

Committee Goal: Improved recognition by Members, prospective members and other External Stakeholders of the JTA as a legitimate representative on private sector issues, particularly those relating to regional and international exports.

Objective: To strengthen the Lines of Communications between the JTA and its Members, prospective members and other External Stakeholders.

To rehone staff PR skills through continuing education.

Strategies/Tasks/Activities: Develop and implement a schedule of regular briefings and updates for JTA Members and External Stakeholders including the media and Government officials.

Organize local training modules of PR training for JTA staff

Nurture a Member-to-Member Network

Sponsor an "Exporter of the Year" awards program

Design and implement enhanced PR program.

Measurement Criteria: JTA conducts regular briefings for Members and External Stakeholders
"Exporter of the Year" recognized by JTA
JTA Member-to-Member Network functioning
Local retraining accomplished for PR staff

Individual Responsible: Committee Chairman

Time Line: PR Interventions April 2000 - March 2001
Local Training June 2000

Resources Needed:

Internal: Increased budget for PR training

External: Continuing Education Opportunity (Local Training Centers)

Jordan Trade Association

Program of Work - Public Policy Advocacy **Year One (1998 - 1999)**

Issues Management Committee

Committee Goal: Recognition by Members, prospective members and other External Stakeholders of the JTA as a legitimate representative on private sector issues, particularly those relating to regional and international exports.

Objective:

To develop a Private Sector Issues research capability

To represent to External Stakeholders, JTA positions on relevant private sector issues considered important by its Membership

To form pro-active coalitions with other private sector associations for constructive dialogue with Government

Strategies/Tasks/Activities:

Utilizing the expertise of the Board Members and the services of Policy Advocacy Specialist develop an in-house Issues Management program including Analysis and Advocacy elements.

Review the findings of the Private Sector Survey conducted by the AMIR Program in early 1998. Select one or two of the relevant issues for further study and resolution.

Perform in-house research or retain the services of an independent researcher

Develop a solid positive position on the issue and prepare the appropriate "paper" for circulation to Private Sector associations for comment. Follow-up.

Develop an alliance with CIPE's Think Tank project in the Al-Urdun Al-Jaid Research Center

Train several staff, Board Members and Member volunteers as Policy Advocates (JTA Issues spokespersons)

Develop consensus approval from private sector associations for the Position Paper circulated by the JTA.

Three

Jordan Trade Association

Program of Work - Public Policy Advocacy **Year One (1998 - 1999)****Strategies/Tasks/Activities:****Issues Management Committee**

Continued

Present "Position Paper" to Cabinet or other Government officials and elected leaders for comment and consideration

Follow-up and report progress to the Membership

Participate in and contribute to the AMIR Program sponsored Public Policy Awareness Seminars

Identify relevant Governing bodies on which JTA does not currently have representational presence - solicit a positions within these institutions

Measurement Criteria: One issue researched and a Position Paper prepared
Government accepts private sector position on issue(s) presented
Policy Awareness Seminar Participation
Alliance formed with AJRC

Individual Responsible: Committee Chairman

Time Line:

Technical Assistance	December 1998 - January 1999
Issue Selected -	January 1999
Research/Development -	February 1999 - March 1999
Advocacy Training	December 1998 - January 1999
Presentation/Response	April 1999 - June 1999
Policy Awareness Seminars	October 1998
AJRC Alliance -	Continuous

Resources Needed:

Internal: Increased budget (apportioned) for Policy Analysis/Advocacy
External: Increased budget (apportioned) for Policy Analysis/Advocacy
Technical Assistance (Policy Advocacy Specialist)
Issues Researcher(s) (Local or International Expert(s))

NOTE: It is suggested an Issues Management Committee be established by the JTA. Its Chairman and Deputy Chairman should be JTA Board Members to ensure leadership and continuity in the absence of either Member. Three to four regular JTA Members should also be appointed to this committee, preferably Members whom also will be assuming JTA Issues Spokesperson roles.

Jordan Trade Association

Program of Work - Public Policy Advocacy **Year Two (1999-2000)**

Issues Management Committee

Committee Goal: Recognition by Members, prospective members and other External Stakeholders of the JTA as a legitimate representative on private sector issues, particularly those relating to regional and international exports.

Objective:

To maintain a Private Sector Issues research capability

To represent to External Stakeholders, JTA positions on relevant private sector issues considered important by its Membership

To form pro-active coalitions with other private sector associations for constructive dialogue with Government

Strategies/Tasks/Activities:

Select, based on Members input, two relevant issues for further study and resolution.

Perform in-house research or retain the services of an independent researcher

Develop a solid positive position on the issues and prepare the appropriate “papers” for circulation to Private Sector associations for comment. Follow-up.

Continue alliance with the Al-Urdun Al-Jaid Research Center

Develop consensus approval from private sector associations for the Position Paper circulated by the JTA.

Present “Position Paper” to Cabinet or other Government officials and elected leaders for comment and consideration

Follow-up and report progress to the Membership

Participate in and contribute to the AMIR Program sponsored Public Policy Awareness Seminars

Participate in various Public-Private policy forums convened

Jordan Trade Association

Program of Work - Public Policy Advocacy **Year Two (1999-2000)**

Issues Management Committee

Continued

Measurement Criteria: Two issues researched and a Position Paper prepared
Government accepts private sector position on issue(s)
presented
Policy Awareness Seminar Participation
Alliance continues with AJRC

Individual Responsible: Committee Chairman

Time Line: Issues Selected - August 1999
Research/Development - September 1999 - October 1999
Presentation/Response - November 1999 - January 2000
Policy Awareness Seminars April and August 1999
AJRC Alliance - Continuous

Resources Needed:

Internal: Increased budget (apportioned) for Policy Analysis/Advocacy
External: Increased budget (apportioned) for Policy Analysis/Advocacy
Issues Researcher(s) (Local or International Expert(s))

Jordan Trade Association

Program of Work - Public Policy Advocacy **Year Three (2000-2001)**

Issues Management Committee

Committee Goal: Recognition by Members, prospective members and other External Stakeholders of the JTA as a legitimate representative on private sector issues, particularly those relating to regional and international exports.

Objective:

- To maintain a Private Sector Issues research capability
- To represent to External Stakeholders, JTA positions on relevant private sector issues considered important by its Membership
- To form pro-active coalitions with other private sector associations for constructive dialogue with Government

Strategies/Tasks/Activities:

Select, based on Members input, two relevant issues for further study and resolution.

Perform in-house research or retain the services of an independent researcher

Develop a solid positive position on the issues and prepare the appropriate “papers” for circulation to Private Sector associations for comment. Follow-up.

Continue alliance with the Al-Urdun Al-Jaid Research Center

Develop consensus approval from private sector associations for the Position Paper circulated by the JTA.

Present “Position Paper” to Cabinet or other Government officials and elected leaders for comment and consideration

Follow-up and report progress to the Membership

Participate in and contribute to the AMIR Program sponsored Public Policy Awareness Seminars

Participate in various Public-Private forums convened

Jordan Trade Association

Program of Work - Public Policy Advocacy Year Three (2000-2001)

Issues Management Committee

Continued

Measurement Criteria: Two issues researched and a Position Paper prepared
Government accepts private sector position on issue(s)
presented
Policy Awareness Seminar Participation
Alliance continues with AJRC

Individual Responsible: Committee Chairman

Time Line: Issues Selected - August 2000
Research/Development - September 2000 - October 2000
Presentation/Response - November 2000 - January 2001
Policy Awareness Seminars February and March 2001
AJRC Alliance - Continuous

Resources Needed:

Internal: Increased budget (apportioned) for Policy Analysis/Advocacy
External: Increased budget (apportioned) for Policy Analysis/Advocacy
Issues Researcher(s) (Local or International Expert(s))

INTATION SCHEDULE

JTA THREE YEAR STRATEGIC PLAN

E	ACTIVITY	1998			1999			2000		
		A	S	O	N	D	J	F	M	A
	Develops Budget for Strategic Plan	*								
	Approves Name Change	*								
	Revises By-Laws	*								
	Reorganizes Committees	*								
	Approves Strategic Plan. By-Laws	*								
	Reviews Strategic Plan Progress				*			*		*
	Develops New 3rd Rolling Yr. PoW				*			*		*
	Membership Approves Strategic Plan et al	*				*			*	
	Increase Export Opportunities	* * * * *								
	Buyer-Seller Scheme	* * * * *								
	Counterpart Alliances	* * * * *								
	Funding Proposals	* * * * *								
	Trade Counselling	* * * * *								
	Exporters Directory	* * * *								
	Reference Library Organized	*								
	JTA Web Site	* * * * *								
	Internet Data Searches	* * * * *								
	Training Needs Assessment	*								
	Training Schedule Published	* * * * *								
	Training Delivered	* * * * *								

INTATION SCHEDULE

JTA THREE YEAR STRATEGIC PLAN

EE	ACTIVITY	1998				1999				2000																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
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INTATION SCHEDULE

JTA THREE YEAR STRATEGIC PLAN

E	ACTIVITY	1998				1999				2000												
		A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A
	Publications Updated		*	*	*	*	*															
	Technical Assistance		*	*	*	*	*															
	Implementation/Delivery						*	*	*	*	*	*										
	“Exporter of the Year” award						*						*									
	Member -to-Member Networking		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Regular Briefings		*		*		*		*		*		*		*		*		*		*	
	Interventions	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Overseas Training						*															
	Local Training												*									
Y	Technical Assistance (ANALYSIS)				*	*	*	*														
	Select Issues #1 - #2 & #3 - #4 & #5					*			*				*									
	Analyze Issue #1- #2 & #3 - #4 & #5					*	*	*		*	*	*		*	*	*						
	Forms UJRC Alliance	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Technical Assistance (ADVOCACY)				*	*	*	*														
	Advocate Training				*	*	*	*														
	Present Issue #1 - #3 & #4 - #4 & #5						*	*	*	*	*	*	*	*	*	*			*	*	*	
	Policy Awareness Seminars			*																		
	Public Policy Seminars/Forums						*		*				*	*	*							
	Perform Regular Objective Check-ups and report results to Board	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Make Necessary Program Adjustments	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Three**JTA Strategic Plan****Program Objectives and Checkpoints****YEAR ONE 1998 - 1999**

Increased Exports
 Two New Counterpart Alliances Formed
 Donor Funding Proposals Presented - Funding Received
 Buyer-Seller Scheme Functioning
 Reference Library Functional
 Internet We Site Functional
 Internet Trade Information Search Operational
 Training Needs Assessment Completed
 Training Schedule Published
 Training Courses - Seminars Delivered
 Trade Fair List Developed
 Trade Fair Preference Survey Completed
 Participation in Selected Exhibitions and Trade Fairs
 Ongoing Partnership with JEDCO
 Cooperative Relationships Developed with Government Entities
 Members Problems Solved
 Policy and Procedures Manual in Use
 Employee Evaluation System in Use
 Staff Training Program Operational
 Augmented Staffing in Place
 New Committees Functioning
 New Due Schedule in Place
 Fee-for-Service Schedule in Place
 Proposals Creating New Non-Dues Revenue
 Membership Recruitment Program Functioning 25 New Members 103 Total
 Publications Updated
 "Exporter of the Year" Award Presented
 PR Technical Assistance Completed
 Member-to-Member Networking Functional
 Regular PR Briefings Held as Scheduled
 PR Interventions Ongoing
 Public Policy Issue Selected (1)
 Public Policy Issue Research and Analysis Completed
 Public Policy Position Paper Prepared
 Technical Assistance - Analysis and Advocacy - Completed
 Advocates Trained
 Position Paper Presented
 Position Response From Government
 Participation in Policy Awareness Seminars
 AJRC Alliance Ongoing

CHECKPOINT DATE: February 1999

JTA Strategic Plan Program Objectives and Checkpoints

YEAR TWO 1999 - 2000

Increased Exports
Four New Counterpart Alliances Formed
Donor Funding Proposals Presented - Funding Received
Buyer-Seller Scheme Functioning
Foreign Trade Counselling Functional
Reference Library Functional
Internet We Site Functional
Internet Trade Information Search Operational
Training Schedule Published
Training Courses - Seminars Delivered
Trade Fair List Developed
Trade Fair Preference Survey Completed
Participation in Selected Exhibitions and Trade Fairs
Ongoing Partnership with JEDCO
Cooperative Relationships Developed with Government Entities
Members Problems Solved
Policy and Procedures Manual in Use
Employee Evaluation System in Use
Staff Training Program Operational
Augmented Staffing in Place
Board Committees Functioning
Fee-for-Service Schedule in Place
Proposals Creating New Non-Dues Revenue
Membership Recruitment Program Functioning 50 New Members 153 Total
"Exporter of the Year" Award Presented
Member-to-Member Networking Functional
Regular PR Briefings Held as Scheduled
PR Interventions Ongoing
Public Policy Issues Selected (2)
Public Policy Issues Research and Analysis Completed
Public Policy Position Papers Prepared
Position Papers Presented
Position Responses From Government
Participation in Policy Awareness Seminars
AJRC Alliance Ongoing

CHECKPOINT DATE: February 2000

JTA Strategic Plan Program Objectives and Checkpoints

YEAR THREE 2000 - 2001

Increased Exports
Six New Counterpart Alliances Formed
Donor Funding Proposals Presented - Funding Received
Buyer-Seller Scheme Functioning
Foreign Trade Counselling Functional
Jordanian Exporters Directory Published
Reference Library Functional
Internet We Site Functional
Internet Trade Information Search Operational
Training Schedule Published
Training Courses - Seminars Delivered
Trade Fair List Developed
Trade Fair Preference Survey Completed
Participation in Selected Exhibitions and Trade Fairs
Ongoing Partnership with JEDCO
Cooperative Relationships Developed with Government Entities
Members Problems Solved
Policy and Procedures Manual in Use
Employee Evaluation System in Use
Staff Training Program Operational
Augmented Staffing in Place
Board Committees Functioning
Fee-for-Service Schedule in Place
Proposals Creating New Non-Dues Revenue
Membership Recruitment Program Functioning 75 New Members 228 Total
"Exporter of the Year" Award Presented
Member-to-Member Networking Functional
Regular PR Briefings Held as Scheduled
PR Interventions Ongoing
Public Policy Issues Selected (2)
Public Policy Issues Research and Analysis Completed
Public Policy Position Papers Prepared
Position Papers Presented
Position Responses From Government
Participation in Policy Awareness Seminars
AJRC Alliance Ongoing

CHECKPOINT DATE: February 2001

Budget

Following development and approval of this strategic plan by the Board of Directors of the JTA, the AMIR Program's Business Association Initiative Component Leader, Dr. Zaki Ayoubi will assist the Treasurer and the Managing Director "cost out" the various activities included in the three year program. Each activity should be separately rated. During the development of the budget it will be important to extract a "program administration" component which will be presented as a percentage of "overheads". This so-called "loaded rate" will allocate project funds into the JTA to offset the additional internal expenses generated by the organization in support of the specific program being managed.

During the budget process the following issues may also need to be revisited:

- A. Basic Dues Structure
- B. Fees for Services
- C. Non-Dues Income
- D. Donor Relations

Draft Proposal Comments

Note: The written comments received from the JTA Board Members, staff and management of the AMIR Program team including Chemonics and CIPE as well as USAID officials will be included here in the final document. In so far as practicable the recommendations suggested by these comments will be incorporated into the Final Report.

With Approval of AMIR Program Management and USAID

1 - 3 1/2" Diskette containing : APPEND1.doc [MS Word format]

2 Bound Copies of Appendix One [plain white A-4 paper]

TO: Chairperson (BY Hand)
Business and Professional Women Club
Club Headquarters
Garden Street
Amman, Jordan

1 - 3 1/2" Diskette containing : APPEND2.doc [MS Word format]

2 Bound Copies of Appendix Two [plain white A-4 paper]

TO: Chairman (BY Hand)
Amman World Trade Center
Room 122
Radisson SAS Hotel
Amman, Jordan

1 - 3 1/2" Diskette containing : APPEND3.doc [MS Word format]

2 Bound Copies of Appendix Three [plain white A-4 paper]

TO: Chairman (BY Hand)
Jordan Trade Association
Third Floor
Exporters Office Building
Amman, Jordan

PLUS local distribution (per normal protocols)

AMIR Program Files
Steve Wade
Dr. Zaki Ayoubi
USAID